



Annual Report 2023–24



Australian Government
Aged Care Quality and Safety Commission

Engage
Empower
Safeguard

Annual Report

2023–24



Australian Government

Aged Care Quality and Safety Commission



Artwork by Dreamtime Creative

Acknowledgement of Country

The Aged Care Quality and Safety Commission acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to Elders both past and present.

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Letter of transmittal



Australian Government
Aged Care Quality and Safety Commission

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The Hon Mark Butler MP
Minister for Health and Aged Care
Parliament House
Canberra ACT 2600

Dear Minister

I am pleased to present the Aged Care Quality and Safety Commission Annual Report 2023–24 for the year ended 30 June 2024. This report has been prepared in accordance with the requirements of Section 46 of the *Public Governance, Performance and Accountability Act 2013*.

This report includes information related to the functions of the Commissioner of the Aged Care Quality and Safety Commission, from 1 July 2023 to 30 June 2024.

As required under Section 52 of the *Aged Care Quality and Safety Commission Act 2018*, this annual report also includes:

- an assessment of the extent to which the Commission's operations during the period have contributed to the priorities set out in the annual operational plan for the period (refer Appendix 1)
- particulars of any variations of the annual operational plan during the period (refer Appendix 1)
- an evaluation of the Commission's overall performance during the period against the performance indicators set out in the annual operational plan for the period (refer Appendix 1)
- information about the nature of non-compliance and sanctions imposed under Part 7B for non-compliance with aged care responsibilities (refer Annual Performance Statements).

The Commission's fraud control arrangements comply with Section 10 of the *Public Governance, Performance and Accountability Rule 2014* (for certification refer 'Corporate Governance').

Yours sincerely

J. M. Anderson

Janet Anderson PSM
Commissioner
11 October 2024

1800 951 822
agedcarequality.gov.au

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From the Commissioner

I am pleased to present the Annual Report of the Aged Care Quality and Safety Commission for the period 1 July 2023 to 30 June 2024. It has been another eventful year during which the Commission has continued to mature as a contemporary, risk-based regulator focused on ensuring that older people have the best possible experience of Commonwealth-subsidised aged care.

The Government's reform agenda, flowing from the Royal Commission into Aged Care Quality and Safety, continued to propel improvements in provider performance. During the year, we engaged with the nearly 3,000 providers across the country to help them understand and meet new requirements including new governance obligations and workforce responsibilities.

We also worked to prepare the aged care sector and ourselves for the new Aged Care Act, new regulatory framework and strengthened Aged Care Quality Standards. These are expected to commence on 1 July 2025, subject to parliamentary processes.

Our updated Regulatory Strategy 2024–25, developed through a consultation process undertaken during 2023–24, provides a bridge to the new Act. In the lead-up to the new legislation, it will strengthen our effectiveness in protecting and improving the safety, health, wellbeing and quality of life of all aged care recipients.

Implementing the strategy will involve a redesign of the Commission's regulatory operating model to support our new provider supervision approach to regulation. Under this approach, we constantly monitor providers – via our dynamic intelligence and data holdings – for real or potential risk of harm to older people in their care. When we identify an issue we act, always with the aim of incentivising a provider to fix the problem quickly and sustainably.



From the Commissioner

If a provider is slow or reluctant to do this, or if there has been an unacceptable failure in care, we will use our compliance or enforcement powers both to compel the provider to remedy the shortcoming, and to deter them (and others) from future non-compliance. We successfully trialed this model during 2023–24 and are now embedding it in our core business processes.

During 2023–24 we were funded by Government to achieve 13 performance measures, of which we met 11 and partially met 2.

Alongside this achievement was our strong performance in implementing the Commission's Operational Plan 2023–24. Of the 96 deliverables – each relating to 'business as usual' regulatory functions, project-based work on reforms, or corporate 'enablers' of high performance – 83% were achieved and 16% were partially achieved. Only one deliverable was not achieved.

A number of initiatives progressed under our Operational Plan 2023–24 were drawn from recommendations made in the *Final Report of the Independent Capability Review of the Aged Care Quality and Safety Commission* (the Capability Review Report), conducted by independent reviewer Mr David Tune AO, PSM. Submitted to the Minister for Aged Care, the Hon. Anika Wells MP, in late March 2023, this report made 32 recommendations which were formally agreed to by the Government in June 2024. By the end of 2023–24, the Commission and Department had delivered and finalised half of the recommendations, with the balance expected to be achieved by the end of 2024.

Recommendations implemented included the appointment of a Complaints Commissioner, Deputy Commissioner Sector Capability and Regulatory Strategy, and Deputy Commissioner Corporate to strengthen our executive leadership; and comprehensive reviews of our complaints management processes and our handling of serious incident notifications. We also redesigned and expanded our internal People and Culture services and embarked on an ambitious program to strengthen our digital and cybersecurity capabilities.

We continued to build relationships, communicate and engage with providers to encourage them to invest in their capabilities to deliver the quality services that older people expect. Our communications and engagement efforts were also targeted at older people and their representatives, educating them on what to expect from their care and what to do when things go wrong.

During the year, we delivered a new award-winning website, a popular series of educational webinars and our highly successful national conference for aged care providers that attracted over 2,000 registrants attending in person or online. I am particularly proud of our work to co-design strategies and resources to effectively engage with and support First Nations and culturally and linguistically diverse older people, workers and providers.

The success of our communications, education and engagement program can be attributed in large part to our work with key stakeholders to ensure that our messaging and guidance is fit for purpose and carefully tailored to the specific needs of the different groups. During the year, we continued to collaborate closely with stakeholders who play an important role in the aged care system, including the Australian Government Department of Health and Aged Care, Aged Care Quality and Safety Advisory Council, peak consumer and provider groups, and the Commission's Consumers and Families Panel and Consultative Forum.

We continued to build relationships, communicate and engage with providers to encourage them to invest in their capabilities to deliver the quality services that older people expect

I thank all who have contributed to the Commission's endeavours during this period of ongoing change and reform. I continue to be grateful for the thoughtful insights and wise advice offered by the Aged Care Quality and Safety Advisory Council. I also express my gratitude to Commission staff for the commitment, competence and focused effort they brought to work every day to protect and enhance the safety, health, wellbeing and quality of life of older people receiving aged care.

From the Commissioner

The coming year is effectively the launching pad for what promises to be transformative sector-wide change accompanying the introduction of the new Aged Care Act. Our work in the Commission will focus on 3 concurrent and interrelated priorities: preparing the sector and the Commission for these changes; continuing to lift our organisational capabilities and ensuring that we remain focused on delivering our vital regulatory operations.

The community in general, and older people in particular, have a right to expect that the regulator of aged care will be high performing, successful in holding providers to account and incentivising best-practice service delivery. This takes on heightened importance in the context of the major reforms currently being pursued by the Government.

The Commission aims to deliver on this expectation, and we will use our achievements across 2023–24 as a springboard for making further progress towards this goal in the coming year.

J. M. Anderson

Janet Anderson PSM

Commissioner

11 October 2024



Year in review



Australian Government
Aged Care Quality and Safety Commission

Reform

The Government's aged care reform agenda has maintained strong momentum. During 2023–24, the Commission focused on preparing both ourselves and the sector for new reforms – including the impending new Aged Care Act – through the Reform for Better Aged Care and Governing for Reform programs. Central to our work is ensuring that older people have the best possible experience of aged care.

We also focused on educating and monitoring the sector in relation to reforms that came into effect during the reporting period, including:

- workforce responsibilities (24/7 registered nurses and mandatory care minutes)
- provider governance
- financial and prudential regulation
- food, nutrition and dining.

Reform for Better Aged Care

We are in the midst of a once-in-a-generation reform of the aged care sector. Fundamental to this is the new Aged Care Act, anticipated to come into effect on 1 July 2025. This pivotal legislation will not only have significant implications for aged care providers, workers and those receiving care, but also for the Commission as the national regulator.

During the year, the Commission – through its Reform for Better Aged Care program (RBAC) – continued to focus on preparing the aged care sector and ourselves for the changes that the new Act will herald. For the Commission, this involves changes for staff, business processes and ICT/digital systems.

For providers, this involves ensuring that they understand their obligations and what we expect from them. And for older people, this involves making sure that they know what to expect from their care provider and what they can expect from us as the national regulator.

RBAC achievements during the reporting period included:

- developing a new regulatory practice model encompassing a decision-making framework and a regulatory risk-management framework
- trialling the Commission’s new Provider Supervision Model (see pages 16–17)
- piloting a new audit methodology for the strengthened Aged Care Quality Standards
- developing a set of resources on the strengthened Quality Standards, including undertaking a 3-month public consultation process to gather feedback
- establishing 2 committees to inform the development of dedicated communications and engagement strategies for First Nations and culturally and linguistically diverse (CALD) older people, providers, workers and communities.

Governing for Reform

The Commission’s Governing for Reform Program is a flexible online program that supports those working in aged care to strengthen their organisational and clinical governance capability and work collectively to enact reforms. The program focuses on the behaviour changes required to successfully implement aged care reforms.

Governing for Reform entered a new phase during 2023–24, when the Commission assumed full responsibility for delivering the program. Up until that time, we had worked closely with our delivery partner KPMG.

From January 2024, all program resources and activities were made available to anyone working in the aged care sector (previously, only provider executives and members of governing bodies could access the program). To support this open participation, online resources were transferred from the Governing for Reform platform to the Commission’s online learning platform, Alis.

Over the following 6 months, nearly 5,000 online learning modules were completed and close to 34,500 website pages were viewed, with more than 12,000 website active users.

An independent evaluation of the program was completed with the final report received in June 2024. Consideration of the report’s recommendations will take place in 2024–25.



5,000

**Online learning
modules completed**



34,500

Website page views



12,000+

Website users

Workforce responsibilities

Providers have legal responsibilities to employ skilled staff and deliver safe and effective care and services. They must have enough skilled staff to meet the general and clinical care needs of those in their care.

From 1 July 2023, all residential care services are required to have a registered nurse on-site and on duty at all times. To complement this requirement, from 1 October 2023 each resident is to receive an average of 200 mandatory care minutes per day, including 40 minutes of care from a registered nurse. Further changes to care minute targets are being implemented in 2024–25.

These 2 new requirements – both key recommendations of the Royal Commission into Aged Care Quality and Safety – mean that people living in aged care will have better access to personalised care to meet their individual care needs.

The Commission takes a fair and sensible approach to regulating aged care providers' compliance with their workforce responsibilities. During the year, we worked with providers to ensure that they are taking reasonable steps to recruit and retain staff, and that they have arrangements in place to ensure that their residents receive safe and quality care around the clock.

In circumstances where a provider is not working towards meeting the care minutes targets, or there are concerns about the quality and safety of the care being delivered, the Commission is likely to take regulatory action.

In 2023–24, the Commission made 163 on-site visits and undertook 119 off-site monitoring assessments to monitor provider compliance with these workforce responsibilities. High compliance rates were evident with the 24/7 registered nurse responsibility, with more than 95% of all providers complying as at 30 June 2024.

Provider governance

December 2023 saw the introduction of new governance responsibilities for providers relating to the membership of their governing bodies and the establishment of new advisory bodies. (This reform was initially introduced in December 2022 and applied to all new providers from that date. From December 2023, the reform was extended to apply to all providers.)

The importance of good governance cannot be overstated. Without the right kind of skills, experience and structures in place, providers are likely to struggle to deliver safe and quality care for older people.

The Government's reforms to provider governance are intended to improve leadership and culture while also strengthening transparency and accountability. They include obligations for governing bodies to:

- ensure that they have a majority of independent non-executive members and at least one member with experience of providing clinical care
- establish and continue to operate a quality care advisory body
- offer aged care recipients and their representatives the opportunity to establish one or more consumer advisory bodies.

During 2023–24, we worked with providers to ensure that they were aware of what they needed to do to comply with these new obligations and to explain how we will be regulating these responsibilities.

Financial and prudential regulation

While the Commission has had oversight of providers' prudential compliance since 2021, in July 2023, additional responsibilities for financial and prudential regulation were transferred to the Commission from the Department of Health and Aged Care. The Commission also received additional related powers and responsibilities through amendments to the *Aged Care Act 1997*.

This reform follows a recommendation of the Royal Commission into Aged Care Quality and Safety and will allow a more integrated view of risk by enabling the Commission to consider financial viability alongside the quality of care. This involves the active financial monitoring and, if required, case management of providers with potential insolvency or 'viability' risks.

During the year, the Commission built on the capabilities required to deliver these functions including recruiting skilled and experienced staff and ensuring access to required information and technologies. This resulted in an increased capability to monitor and take appropriate action in response to provider non-compliance.

In 2023–24, we undertook:

- 7 financial and prudential targeted reviews focused on high-risk provider groups
- 97 prudential audits of residential aged care providers
- 54 home care pricing audits.

In addition, 30 educational products for providers were produced and made available.

Home Care Pricing Audit Program

From November 2023 to June 2024, the Commission conducted the Home Care Pricing Audit Program. In response to persistent complaints about financial issues, we audited a sample of 54 home care providers to make sure that they were charging people appropriately and in line with recent legislative changes.

While we found a good overall level of compliance, we did find issues with:

- outdated home care agreements being used
- pricing schedules that were incorrectly published on provider websites and the My Aged Care website
- financial information in the annual budget for a care recipient not matching the charges in their monthly financial statement.

Audits such as the Home Care Pricing Audit Program help give the community confidence that people receiving home care are being charged correctly. The process also helps and educates providers to understand their obligations. Through such processes, the Commission also identifies risks and themes that inform our education campaigns.



Food, nutrition and dining

An enjoyable food and dining experience is important for the health, wellbeing and quality of life of people in residential aged care. People who enjoy their mealtimes are more likely to eat and drink well. This reduces their risk of malnutrition, dehydration and weight loss.

In July 2023, the Commission established a Food, Nutrition and Dining Unit to provide advice and support to staff, providers and those receiving aged care. The unit includes dietitians and speech pathologists, and aims to assist providers to deliver good food, nutrition and dining.

We also established a Food, Nutrition and Dining Hotline (1800 844 044). In 2023–24, the Hotline received 547 calls from older Australians, their representatives and aged care staff who raised questions, concerns and issues related to food, nutrition and dining and other matters.

During the year, the Commission continued to work to increase sector awareness and capability in this area, including producing an extensive suite of resources and hosting a number of webinars.

In addition to education and support, we also undertook regulatory activities relating to food, nutrition and dining. These included performance audits and targeted assessments where we made unannounced visits to residential providers to monitor and assess the quality of care and services provided. The Commission conducted 607 residential care assessment visits related to food, nutrition and dining during the year.

Regulation

The Commission exists to protect older Australians receiving aged care from harm and to promote quality care and services, through regulatory activities and decisions. During 2023–24, as the national aged care regulator, we remained steadfast in our commitment to protecting the safety, health, wellbeing and quality of life of those receiving aged care.

We did this by:

- updating our Regulatory Strategy
- assessing and monitoring providers' performance against the Aged Care Quality Standards
- taking compliance and enforcement actions where necessary
- implementing targeted regulatory campaigns
- regulating aged care workers
- receiving and managing complaints and serious incident notifications.

Regulatory Strategy and approach

The Commission is in the business of modifying provider behaviour – through fair, sensible and proportionate regulation – to protect those receiving care from harm. During the year, we updated our Regulatory Strategy to define what the Commission cares about and how we go about achieving our goals through regulation.

The Regulatory Strategy 2024–25 – a transitional strategy that provides a bridge to the new Aged Care Act – outlines how we are changing our regulatory practices, policies and operations. Implementation of the strategy involves the introduction of different ways of working within the Commission, and changes in our engagement with older people, providers and workers. It is premised on a new regulatory operating model, designed to ensure that we can perform all of the functions that will be required of us under the new Act. Implementation of some aspects of the regulatory operating model commenced in 2023–24.

This operating model supports our new provider supervision approach to regulation, where we ‘watch’ all providers all the time to identify where there might be risk to people receiving aged care. We do this through ‘risk surveillance’ – constantly scanning all the information we collect including:

- mandatory reporting
- complaints and reports of serious incidents received
- audits undertaken
- other regulatory interactions.

Year in review

Where we find a risk, we act. We work with providers to make sure that they fix the problem, restore the trust of the people who have been affected, and take steps to stop the problem from happening again.

When the risk posed to older people receiving care is high or rising, we intervene. We appoint a Commission case manager who will decide the best way to make sure that the provider is managing the risks quickly and properly.

Figure 1. Provider Supervision Model



Risk surveillance

Providers who only require surveillance represent the lowest risk cohort.



Targeted supervision

Targeted supervision in most circumstances will involve the Commission taking regulatory action to manage specific events or issues.

This approach allows us to focus our efforts on specific providers and make sure that we intervene in the right way, at the right time. We protect people receiving care while also supporting providers to 'get it right'.

The Provider Supervision Model was successfully trialled during 2023–24.



Active supervision

Providers are assigned an active supervision status where high-level risks are identified that are most effectively dealt with at a provider level.



Heightened supervision

Only a small number of providers will be assigned into heightened supervision, representing a cohort that is the highest risk caseload and one the Commission has most concern over.

Assessment and monitoring

The Commission assesses and monitors providers' performance against the Aged Care Quality Standards and other provider obligations. Assessment and monitoring activities during 2023–24 included:

- 2,395 on-site assessment contacts, where Commission regulatory officers monitor and evaluate providers' quality of care and performance
- 1,287 non-site assessment contacts, where Commission regulatory officers monitor and evaluate providers' quality of care and performance
- 567 site audits of residential services, where Commission regulatory officers undertake unannounced onsite visits as part of the provider reaccreditation process
- 1,033 quality audits, where Commission regulatory officers ensure that home services or National Aboriginal and Torres Strait Islander Flexible Care Program services are meeting their aged care responsibilities.

This equates to nearly 5,300 assessment and monitoring activities during the year.

Home Services Regulated Entity model

The Commission's Home Services Regulated Entity model enabled a larger volume – more than 30% more – of home service quality audits to be undertaken during 2023–24.

The model enables the Commission to undertake a quality audit of all of a provider's home services at the same time. Along with efficiency increases, this creates a consistent multi-service assessment approach to support the Commission's transition to provider-level supervision of home services (see page 91).

Compliance and enforcement

As part of the Commission's updated Regulatory Strategy we are introducing a new Provider Supervision Model.

Under this model, providers that are assessed to be high-risk will experience a greater intensity of supervision and engagement from the Commission in response to the risks identified.

Provider supervision is part of the Commission's strategy to improve the delivery of high-quality care by supervising providers in a way that encourages them to address risks and lift their performance.

To do this, the Commission uses a range of regulatory approaches and tools to monitor if providers are doing the right thing. We take compliance and enforcement actions to protect older people when we identify serious failures to provide safe care.

During 2023–24, 255 directions and notices were issued by the Commission, including:

- 109 directions
- 100 non-compliance notices
- 2 notices of decision to impose sanctions
- 4 notices to agree
- 35 notices to remedy
- 1 enforceable undertaking
- 4 incident management compliance notices.

The significantly smaller number of formal regulatory actions taken this year compared with 2022–23 is attributed to our early remediation efforts, where the Commission works with providers to resolve issues of non-compliance before a formal notice is issued. Where a provider moves quickly and voluntarily to fix a problem in an effective, sustainable way, there is no need for a formal regulatory power to be used. Approximately half of all matters of non-compliance are now dealt with through early remediation, which delivers a better, more reliable outcome for aged care recipients.

Rates of compliance

During 2023–24, residential care providers maintained relatively high rates of compliance with the Aged Care Quality Standards. Of the residential services we audited for reaccreditation, 82% fully complied with all 8 Standards.

However, home service providers* had a lower compliance level. Only 65% of the home service providers we audited met all the requirements of the Quality Standards. This prompted the Commission to significantly increase its monitoring and assessment activities for home services providers.



82%

All 42 requirements met
Residential care



65%

All relevant requirements met
Home services

* Home service providers include Home Care Package (HCP) and Commonwealth Home Support Program (CHSP) providers.

Targeted regulatory campaigns

We have identified particular areas where providers may need help with understanding and improving how they might reduce harm to older people receiving care. During the year, we conducted targeted regulatory campaigns focused on the following risks:

- high-risk weather events
- infection prevention and control
- inappropriate use of restrictive practices
- food, nutrition and dining
- workforce responsibilities
- financial and prudential regulation.

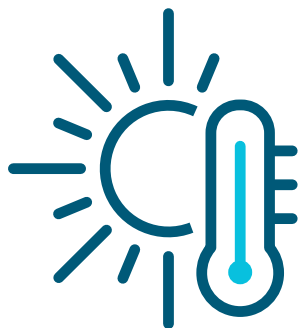
See the 'Reform' section for discussion on the food nutrition and dining, financial and prudential regulation, and workforce responsibilities campaigns (pages 6–13).

High-risk weather events

The unprecedented high temperatures across Australia during spring of 2023, and confirmation of an El Niño weather event for the 2023–24 summer, foreshadowed the likelihood of multiple heatwaves. Frail older people are at a much higher risk of hospitalisation and death when exposed to extreme heat.

In the lead-up to this high-risk season for heat-related issues, the Commission published a clinical alert for providers on caring for older people in hot weather. The alert emphasised that providers must understand and plan for the risks that heatwaves pose for older people. It also provided advice on how to prioritise and monitor those most at risk and listed the symptoms of heat stroke and heat exhaustion.

Later in the year, as the colder weather approached, the Commission emphasised to providers their obligations around infectious diseases such as influenza and COVID-19.



Infection prevention and control

An ongoing and high priority for the Commission is ensuring that providers take all reasonable precautions to protect older people from the risks of infectious diseases.

COVID-19 and influenza vaccination programs remain the best line of defence to reduce the risk of serious illness and death of aged care residents and, during 2023–24, the Commission became concerned that overall vaccination rates in residential aged care were too low. To manage this high-risk situation, the Commission:

- wrote a joint letter with the Department’s Chief Medical Officer to Boards of Providers about their responsibilities to ensure that residents have access to vaccines and to have in place robust infection prevention, control practices and procedures
- informed providers that we will take enforcement action that may include sanctions and civil penalties if they are found to be exposing residents to a heightened risk of harm and are unwilling or incapable of addressing this
- increased monitoring of provider actions to self-assess readiness and address any gaps without delay, and reminded providers to prepare using the Commission’s Infection Prevention and Control (IPC) operational readiness and IPC governance self-assessment checklists
- conducted unannounced site visits to providers with low resident COVID-19 vaccination rates
- updated our IPC online tool.

During the year, the Commission conducted 634 residential care assessment visits related to infection prevention and control. In addition, we commenced work to develop online learning modules relating to infection prevention and control.

Antimicrobial stewardship

Antimicrobials are medicines used to prevent and treat infections. However, many microorganisms that can cause infection have developed resistance to antimicrobial medications, which means that these medications have become less effective.

Activities that promote and support optimal antimicrobial prescribing and use are known collectively as antimicrobial stewardship (AMS). The Commission's work in this area aims to improve the appropriate use of antimicrobials, reduce patient harm, and contain antimicrobial resistance-related infections in aged care services.

During the year, the Commission developed and published the AMS self-assessment tool and accompanying user guide. This tool assists providers and clinicians to understand what AMS involves and to review their AMS programs and activities.



Inappropriate use of restrictive practices

Older people in aged care with behavioural changes (often as a symptom of dementia) must receive safe, effective and person-centred behaviour support. If required, this may include appropriate use of restrictive practices.

Restrictive practices limit a person's rights or freedom of movement. They can take the form of chemical, environmental, mechanical and physical restraint and/or seclusion. Under the Aged Care Quality Standards and Quality of Care Principles, restrictive practices can only be used as a last resort and under specific, closely monitored conditions.

During the year, the Commission strengthened its capability to identify and respond to concerns regarding services' management of aged care recipients with changed or complex behaviours or use of restrictive practices.

In addition, we published guidance and resources to lift sector knowledge, understanding and capability in providing effective behaviour support and ensuring that any restrictive practice used, fully complied with legal requirements.

Importantly, we developed and strengthened our methodology for collecting data relating to behaviour support and restrictive practice. This ensures that we remain responsive to the needs of the sector through more easily identifying and reviewing trends and risks.

Worker regulation

The Code of Conduct for Aged Care describes how providers, their governing persons (such as board members) and workers (including volunteers) must behave and treat people receiving aged care. The Code helps older people to have confidence and trust in the quality and safety of their care, regardless of who provides that care.

The Commission monitors risks to people receiving aged care that are caused by worker actions, inactions or behaviours, and/or a person's suitability to be involved in providing aged care. We identify worker risks through our regulatory activities and information from other regulatory agencies and the media.

If we consider that there is a risk to a person receiving care, we may issue the worker with a reminder of responsibility letter or a caution letter. If we have information that the risk is high, we will conduct an investigation, which may result in the Commission issuing a banning order to stop a person from working in aged care or restrict their activities. A banning order is our most serious enforcement action against a person.

In 2023–24, the Commission assessed 3,110 cases of behaviour that were possibly inconsistent with the Code. This resulted in 14 reminder of responsibility letters, 19 caution letters and 115 banning orders.

The Commission's development and implementation of policy and procedures for issuing reminder of responsibility and caution letters has enabled us to manage lower-risk matters that do not warrant a banning order through proportionate lower-level regulatory action.

Complaints

The Commission provides a single point of contact for people wanting to make a complaint about an aged care provider's performance. We work with complainants and providers to help them address concerns and resolve issues. If the Commission is not satisfied that a provider is meeting their responsibilities, we can direct them to take specified actions.

In 2023–24, the Commission finalised 9,797 complaints, 68% of which were resolved within 60 days. This is a significant improvement on 59% the previous year and we are continuing to explore strategies to further strengthen our performance on this timeliness measure. This includes the introduction of a new complaints operating model designed to streamline processes and use key performance indicators that accommodate varied timeframes for different kinds of complaints.

9,797

Complaints finalised



68%

**Complaints resolved
within 60 days**

Year in review

First annual complaints report

In November 2023, the Complaints Commissioner released the Commission's first annual complaints report, 'Complaints about aged care services – Insights for providers'.

In this report, the Commission explores information collected from thousands of complaints. The report highlights the importance of effective complaints handling, which leads to better care for older people. Using data, case studies and guided questions, the report identifies learnings about good complaints handling that can be applied by providers.

Our second complaints report, 'Complaints about aged care home services – Insights for people receiving care', was published in May 2024.



Serious Incident Response Scheme

The Serious Incident Response Scheme (SIRS) aims to reduce abuse and neglect of people receiving aged care. Under the scheme, providers are required to have an effective incident management system in place and to identify, record, manage, resolve and report to the Commission all serious incidents that occur (or are alleged or suspected to have occurred). Regulatory action may be taken if a provider fails to report and respond to an incident when required to do so.

During 2023–24, the Commission received 61,808 SIRS notifications (56,841 from residential care providers and 4,967 from home care providers)¹. Information from these notifications contributed to the Commission’s risk surveillance activities and to decisions about regulatory action.

Importantly, SIRS continued to contribute to providers’ continuous improvement through building their skills to better respond to serious incidents, review incident information to drive improvements in quality and safety, and reduce the likelihood of preventable incidents reoccurring.

During the year, the Commission launched the ‘Your role in the SIRS’ online interactive tool, which helps people navigate the scheme. They can choose information relevant to managing an aged care service or working directly with people receiving care or working in home services or in residential aged care.

They are then presented with information about incident management systems and their SIRS responsibilities, including preparing for incident management; responding, recording and reporting when an incident happens; and continuous improvement and what to do after an incident.

¹ SIRS notifications figures show combined Priority 1 and Priority 2 notifications and exclude those not allocated P1 or P2 status (for example, notifications assessed as out of scope). This matches how SIRS data is reported publicly in Sector Performance Reports.

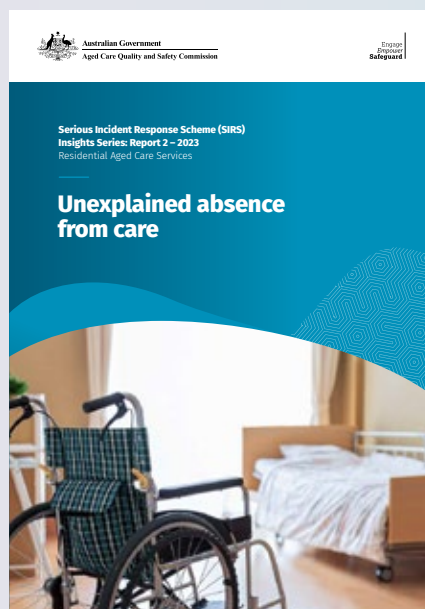
Unexplained absence from care

In November 2023, the Commission released the second of its Serious Incident Response Scheme Insights reports – ‘Unexplained absence from care’ – drawing on information gathered through the scheme.

The case studies in the report support providers to take action and update processes across all levels of their services to prevent and reduce incidents of unexplained absence.

Key issues addressed by the case studies include:

- the importance of keeping residents safe, particularly when they are new to the service or are receiving respite care
- the challenges that providers can face in keeping residents safe while still respecting their legal rights to freedom of movement
- how risk-management strategies to keep a resident safe can unintentionally restrict the freedom of movement of others
- how each physical environment is different and can have its own risks
- how individual care plans and a person-centred approach can help identify and address the reasons why a resident wants to leave the service.



Data and intelligence

Firmly underpinning the Commission's regulatory effort is our use of data (raw information) and intelligence (analysed information) to assess and profile risk. This is essential to our role as an intelligence-led, risk-based and proportionate regulator.

Using data and intelligence allows us to identify and understand sector-wide trends, and monitor all providers for potential or actual risk, so we can intervene earlier to prevent harm to older people.

We garner data and intelligence from a range of sources both internal and external to the Commission, including:

- reporting of serious incidents
- information from older Australians (for example, resident experience surveys)
- provider information (for example, number of people receiving care, occupancy rates)
- provider reports (for example, quarterly financial reporting on expenditure)
- outcomes of performance assessments and other monitoring activities (for example, site visits)
- feedback and complaints about services.

During the year, the Commission continued to embed the use of risk profiling and risk assessment throughout our work, via new frameworks, policies and guidance materials, including a Data, Analytics and Risk Profiling Strategy, and Data Management Framework.

A comprehensive independent review of the Commission's risk modelling approach was undertaken, and a plan to implement an enhanced approach developed. This plan will be implemented in 2024–25.

In addition, we heightened and expanded our risk profiling and risk assessment activities relating to our target regulatory campaigns, including financial viability, workforce responsibilities, and COVID-19 vaccination rates and outbreak risks.

Engagement

Vital to the success of the Commission's reform and regulatory efforts are focused communications, information and education to support capability uplift and behavioural change across the sector. This is firmly driven by feedback from older people and providers, which informs the design and focus of our engagement with them.

We listen to people receiving aged care, their families and to providers, then we respond with relevant, meaningful and easy-to-use products and resources that meet their needs. We 'hear' sector views via focus groups, forums, surveys, guided conversations, interviews, research, requests for comment on draft documents, feedback or complaints lodged with the Commission.

Consumers and Families Panel

Our Consumers and Families Panel provides advice to the Commission on older people's views, expectations and preferences. Comprising a mix of more than 300 aged care recipients, their family members and supporters, and people considering accessing aged care services, the panel:

- provides direct access to the voices of older Australians and their families to inform our priorities and activities
- enables co-design and testing of resources and communications to make sure they meet the needs of older people
- demonstrates that the Commission values older people and is actively seeking out their views
- builds the Commission's understanding of needs, expectations and emerging issues for older people.

During 2023–24, panel members' views shaped the delivery of several new resources and reports, including:

- a home care pricing fact sheet
- complaint fact sheets and letters
- a report on the use of medicines in residential aged care
- the Consumer Voice on aged care reforms.

In addition, the Commission developed an annual survey for Consumers and Families Panel members. The first survey was conducted in 2023, with the results informing how we continue to engage with the panel.

Year in review

Alongside engagement with the Consumers and Families Panel, the Commission continued comprehensive engagement with providers, workers and peak bodies from the aged care sector to inform the design and focus of our activities, including our engagement resources. This included more than 28 meetings with:

- Aged Care Providers and Workers Panel
- Commission Consultative Forum
- peak bodies including the Older Persons Advocacy Network, Aged and Community Care Providers Association, and National Aboriginal Community Controlled Health Organisation.

Aged Care Quality and Safety Commission Consultative Forum

The Commission's Consultative Forum comprises representatives of national consumer, provider and worker peak bodies and the Department of Health and Aged Care. It provides a sector-wide setting for discussion of issues relevant to the Commission's functions and ensures that stakeholder views on improving the quality of aged care are understood by the Commission. Meetings are chaired by the Commissioner and are held 3 to 4 times a year.

Culturally and linguistically diverse communications project

A key measure of our success as a regulator is the extent to which older people, providers and workers trust our capabilities. To be a trusted and effective regulator, we must understand and cater for the diversity that characterises aged care recipients, providers and workers.

During the year, we engaged expert advisors to facilitate consultation and co-design with First Nations and culturally and linguistically diverse (CALD) providers, workers, older people and their communities on key communication resources. The main outcomes of this project will be relevant and meaningful communication and engagement strategies and resources for First Nations and CALD people.

This project responds to recommendations from the Royal Commission into Aged Care Quality and Safety, and the Independent Capability Review of the Aged Care Quality and Safety Commission.

Draft Quality Standards resources

To support providers to understand and prepare for the new strengthened Aged Care Quality Standards – to be introduced as part of the new Aged Care Act – the Commission developed a suite of draft resources and tools. In February 2024, we released for public consultation:

- guidance for providers – information to understand provider obligations and how to achieve outcomes under the Standards
- evidence mapping framework – evidence the Commission will look for when assessing provider performance against the Standards
- audit methodology – the processes the Commission will use to assess provider performance
- audit preparation tool – information to enable providers to assess their performance and achieve continuous improvement
- requests for information – information the Commission will request from providers to inform audit activities
- framework analysis – comparison of the current Standards and the new strengthened Standards.

To ensure that these resources are fit for purpose, the Commission encouraged providers to review and provide feedback through an online survey.

An enthusiastic response was received, with 47,836 page views of the material on our website during the consultation process. In addition, more than 3,500 people attended our sector webinar, 'Supporting sector readiness for the new strengthened Aged Care Quality Standards'. With hundreds more people viewing the recording, this marked a new record in webinar views for the Commission.

After closure of the consultation period, the Commission reviewed and consolidated all feedback. In 2024–25, we will be updating providers on the changes made to the draft material informed by their feedback.

Quality Standards digital tool

At our national conference in April 2024, we 'soft launched' the Quality Standards digital tool, making guidance material more accessible and relevant to users. The tool delivers personalised guidance tailored to the user's needs. The beta version of the tool was developed in response to sector feedback that the resources could be improved by tailoring content, clearly articulating expectations and evidence, and prioritising accessibility and simplicity.

The tool can be used by providers, older people and their representatives, and Commission staff – saving time and reducing complexity. Initial feedback on the tool by conference attendees was very positive.



2024 National Aged Care Provider Conference

We held the 2024 National Aged Care Provider Conference at the Adelaide Convention Centre on 23–24 April. The theme for the conference – *Getting in on the Act! Working together for better aged care* – recognised that successful implementation of the new Aged Care Act, regulatory model and strengthened Quality Standards will rely on everyone playing their part and working together across the sector.

Registration for the conference quickly reached capacity. To accommodate this high demand, we live-streamed the event proceedings, including the official opening address from the Minister for Aged Care, the Hon Anika Wells MP, to approved providers.

Over the 2 days, more than 50 panellists and presenters addressed the 1,000 in-person attendees and 1,000 virtual attendees.



50+

**Panellists and
presenters**



1,000

**In-person
attendees**



1,000

**Virtual
attendees**

Redeveloped website

In November 2023, the Commission launched its new website, the culmination of a significant program of work. The redeveloped website offers improved site navigation, simpler language, accessible font and a much-improved experience for the user.

Extensive consultation with stakeholders, subject matter experts and a range of users throughout the redevelopment resulted in an engaging and accessible website where users can easily find and understand the information they need.

The new website won the Accessibility category and Health Care Communities category in the 2024 Web Excellence Awards.



**Web Excellence
Awards category
winner**

Webinars and online engagement

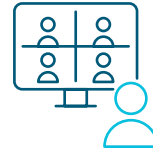
During 2023–24, our sector webinar series moved from strength to strength. These webinars are an increasingly effective and significant channel through which to engage with people across the aged care sector. During the year, we held 13 webinars, each contributing to building capability by explaining upcoming reforms, what providers need to do to comply with the new requirements, and how the reforms will improve aged care for older Australians. More than 14,400 people attended the live webinars, with a further 28,972 viewing a recording of the webinars at a later time.

Year in review



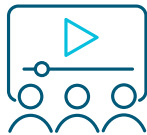
13

Webinars



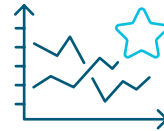
14,400

Webinar participants



28,972

Webinar views



4

Sector Performance Reports



12

Aged Care Quality
Bulletins



23,740

Aged Care Quality Bulletin
subscribers



12

**Compliance Management
Insights**



3,577

**Compliance Management
Insights subscribers**



7,616,198

Web page views



1,606,264

Web page users



64,913

Social media followers



132,546

Social media engagements

Uplift

During 2023–24, the outcomes of our work on strengthening our capabilities – skills, knowledge and resources – became increasingly evident across all areas of the Commission. This is vital for our performance if we are to operate as a contemporary, relevant and effective national regulator of aged care.

Independent Capability Review of the Aged Care Quality and Safety Commission

In June 2024, the Government released its formal response to the Final Report of the Independent Capability Review of the Aged Care Quality and Safety Commission by Mr David Tune AO, PSM (Capability Review). The Government agreed to all 32 recommendations of the report, which collectively are propelling us along the path towards best-practice regulation.

At 30 June 2024, we had delivered 10 of the 21 recommendations for which we are solely responsible and 3 of the 4 recommendations for which we are jointly responsible with the Department of Health and Aged Care:

- **Recommendation 2.1:** Form a senior level Steering Group to oversee implementation of an Action Plan based on the Capability Review recommendations (joint)
- **Recommendation 4.1:** Review and update the Commission’s purpose, role and responsibilities statements, its website and other communication products to provide greater clarity about its place in the broader aged care system
- **Recommendation 4.2:** Establish a joint strategic policy and operational committee (Joint Strategic Committee) and update their overarching Memorandum of Understanding (joint)
- **Recommendations 4.5:** Adopt open disclosure as part of regulatory practice and promote transparency about its practice within the sector and the community
- **Recommendation 4.6:** Accelerate the development and implementation of the Diversity and Inclusion Strategy
- **Recommendation 4.7:** Develop a Cultural Capability Framework
- **Recommendation 4.9:** Establish appropriately resourced ICT governance and delivery processes
- **Recommendation 4.10:** Accelerate the Cyber Security Uplift Program

Year in review

- **Recommendation 4.16:** Develop a strategic Data, Analytics and Risk Profiling Strategy
- **Recommendation 5.3:** Review the Quality Assessor Retention Project and urgently implement measures to retain assessment staff
- **Recommendation 5.4:** Develop a new approach to the use of Exceptional Circumstances decisions and accreditation visits during crises (joint)
- **Recommendation 5.5:** Embed in policy the right to seek a review of decisions preceding a formal compliance decision to strengthen procedural fairness
- **Recommendation 5.7:** Deliver an enhanced complaints management system.

By the end of 2024, all but one recommendation (scheduled to commence in 2025) are anticipated to be delivered.

People

The Commission continued to invest in its people over 2023–24. Supporting our workforce and improving their capability have always been among our core priorities. To meet the challenges of the future, it is essential that we have the right people and practices in place to attract, support and enable a capable, engaged and diverse workforce.

The Commission’s People Strategy 2024–26, launched in early 2024, envisions a well-supported, highly capable and diverse workforce that works together effectively to deliver our purpose. The strategy provides an anchor point for our workforce plans and initiatives, ensuring coordination of efforts to continue capability uplift across the Commission.

During the year, work continued on drafting a comprehensive Strategic Workforce Plan. When finalised, the plan will provide guidance on skills audits, cultural competency, recruitment and capacity, staff development and wellbeing, retention, and career progression.

The Strategic Workforce Plan will also support the recruitment of additional SES staff to strengthen organisational leadership and culture as recommended by the Capability Review.

We continued to support capability development for staff through continuous learning. This included opportunities to learn through work, resources, people and courses. Key initiatives included 90 new programs added to our LearnHub learning management system and specific training for leaders or managers.

The Commission values the thoughts, contributions, and views of people from diverse backgrounds and lived experiences and maintains an inclusive and respectful workplace culture. Our inaugural Diversity and Inclusion Strategy was launched in 2023–24, drawing together existing and new initiatives.

We also focused on uplifting capability through our Aboriginal and Torres Strait Islander Recruitment, Retention and Development Strategy. This included undertaking merit-based recruitment processes to fill 7 Affirmative Measure positions and participating in the Indigenous Australian Program, which provides participants with the opportunity for ongoing permanent employment in the Commission as well as the opportunity to study and obtain a diploma qualification.

Digital

During 2023–24, we continued to implement the Digital Strategy 2022–25, a structured and holistic approach to managing digital capability uplift and transformation across the Commission. The strategy is underscored by the key priorities of operating effectively within the connected aged care digital infrastructure and leveraging emerging technology and aged care reforms. It also equips the Commission with the required digital capabilities to integrate regulatory functions and optimise our intelligence-led risk-based approach.

Year in review

To deliver on the first phase of the Capability Review recommendation, to establish appropriately resourced ICT governance and delivery processes, we reviewed our ICT operating model, resourcing and governance. A Digital Uplift Strategy, Governance and Assurance Plan, and Change Management Plan were then developed. These documents will guide work on subsequent phases of the recommendation to further review, implement and embed greater digital strategy, design and implementation oversight.

During the year core applications were consolidated into a single fit-for-purpose case management solution (the Aged Care Case Management Information System, or ACCMIS). This consolidated platform enables real-time viewing of regulatory information across the different commission functions, and is a precursor activity to introducing a fully modernised platform per the Digital Strategy 2022–25.

In addition, we transitioned from the National Approved Provider System (NAPS) – an IT database that predates the Commission – to a new IT platform, the Government Provider Management System (GPMS). This system, used by both the Commission and the Department, offers improved functionality for all users, and allows providers direct access to manage and report organisational information (including workforce data) and directly view regulatory information.

Cyber security

With digital security and robust cyber security as key elements of the Digital Strategy 2022–25, we took significant steps to increase our overall security posture during 2023–24. In response to a Capability Review recommendation that we accelerate our Cyber Security Uplift Program, the Commission developed a Cyber Uplift Strategy, Cyber Program Roadmap and Technical Architecture. This will rapidly move the Commission’s privacy and security posture to Level 3 of the Australian Government’s Essential Eight Maturity Model (the highest level). In addition, a cyber change management strategy was developed, with a focus on cyber security education and awareness for staff.

During the year, significant maturity uplift was achieved across all essential 8 Information Security Manual controls required under the Protective Security Policy Framework. Work continues to uplift all controls to best-practice levels across all Commission systems.

Governance

To better support and enable achievement of our aim to strengthen the Commission's accountability, and promote transparency in all that we do, in 2023–24 work progressed steadily on the Governance Reform Uplift Program. This program recognises the Commission's growth in size and functions since commencing operations in 2019 and delivers governance arrangements that better align to our current and future form. The governance arrangements will better support the Commission to act as an accountable and best-practice regulator. The program was developed in response to Capability Review recommendations and in preparation for changes that will result from the new Aged Care Act.

A key element of the program is the Enterprise Governance and Accountability Framework, which outlines how relevant Acts, regulations and frameworks interrelate to form the governance arrangements that guide the Commission's effective delivery of our regulatory and operational requirements. It also ensures that we comply with our legal obligations and meet public expectations.

The framework provides clarity on how the Commission collectively exercises our functions and powers and creates transparency over our accountabilities and decision-making responsibilities. It has been designed to uplift staff capability in their understanding of their governance obligations and accountabilities, as well as how the Commission operates in a controlled, efficient and transparent manner.

Year in review

The Enterprise Governance and Accountability Framework is complemented by the Legislative, Regulatory and Policy Framework, which provides clarity on the Commission's compliance requirements, and how they inform our administrative structures and framework. This framework is designed to uplift staff capability around their understanding of the Commission's compliance requirements, regulatory decision-making processes and their shared responsibilities.

Committee secretariat and management resources, a learning and development program and a change management plan have been developed to support implementation of the frameworks.

Feedback and complaints about the Commission

We encourage and welcome feedback about our services. Feedback allows us to address any concerns raised by our stakeholders and to improve the way we work in the future. The Commission is committed to accountable and transparent practices and high standards in our staff behaviours.

To this end, the Commission progressed development of a new integrated Service Delivery, Integrity and Employee Complaints Policy and Framework, aimed at formalising a refreshed consistent approach to managing these complaints, concerns and feedback. In 2024–25, the Commission will implement a user-centred, simple-to-access and easy-to-use feedback process that supports early resolution of concerns through clear process, guidance and staff training.



Commission overview



Australian Government
Aged Care Quality and Safety Commission

About the Commission

The purpose of the Aged Care Quality and Safety Commission is to protect and enhance the safety, health, wellbeing and quality of life of older Australians. We aim to ensure that older Australians trust and have confidence in aged care services.

The Commission is an Australian Government statutory authority within the Health and Aged Care portfolio.

The responsible minister is the Hon Mark Butler MP, Minister for Health and Aged Care. The Commission also supports the Hon Anika Wells MP, Minister for Aged Care, the Hon Ged Kearney MP, Assistant Minister for Health and Aged Care and the Hon Kate Thwaites, Assistant Minister for Ageing.

The Commission was established on 1 January 2019, bringing together the functions of the Australian Aged Care Quality Agency and the Aged Care Complaints Commissioner.

Additional aged care regulatory functions were transferred to the Commission from the then Department of Health on 1 January 2020. The scope of our regulatory functions continues to expand.

The Accountable Authority is Ms Janet Anderson PSM, Aged Care Quality and Safety Commissioner. Ms Anderson was appointed to the role of Commissioner in January 2019.

The Commission is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act). We operate independently and objectively in performing our functions and exercising our powers as set out in the *Aged Care Quality and Safety Commission Act 2018* (Commission Act) and the *Aged Care Quality and Safety Commission Rules 2018* (Commission Rules).

We are the national regulator of aged care services and the primary point of contact for older Australians, their families and providers in relation to quality and safety. The Commission regulates providers' responsibilities set out in the *Aged Care Act 1997* (Aged Care Act) and the principles made under that Act – including the Quality of Care Principles, User Rights Principles and Accountability Principles.

The Commission is an Australian Public Service (APS) agency that engages staff under the *Public Service Act 1999*.

We are responsible for the following outcome in the 2023–24 Portfolio Budget Statements:

Protect and enhance the safety, health, wellbeing and quality of life of aged care consumers, including through effective engagement with them, regulation and education of Commonwealth-funded aged care service providers and resolution of aged care complaints.

Under this outcome the Commission is responsible for deliverables in Program 1.1: Quality Aged Care Services.

Purpose

To protect and enhance the safety, health, wellbeing and quality of life of older Australians accessing aged care services. We aim to ensure that older Australians trust and have confidence in aged care services.





Vision

Older Australians trust and have confidence that aged care services protect and enhance their safety, health, wellbeing and quality of life.

Role and regulatory approach

The Commission's role as the national regulator of aged care services is to uphold the objects of the Commission Act:

- to protect and enhance the safety, health, wellbeing and quality of life of aged care consumers
- to promote engagement with consumers about the quality of care and services
- to promote confidence and trust in the provision of aged care.

We regulate to ensure that aged care is high quality, safe and person-centered, and that aged care services are well managed. We also regulate to ensure that providers are financially sound to sustainably deliver services to older Australians.

The Commission's approach to regulation is underpinned by a central concern to safeguard every older Australian's right to access quality, safe care and services. We do this by focusing on risk and promoting provider accountability, transparency and continuous improvement. Our Regulatory Strategy includes preventing, detecting and responding to risks to the safety and wellbeing of Australians accessing aged care services.

The Commission uses data and intelligence to help understand the performance of the sector and providers, detect risks, and ensure that our regulatory approach is well targeted and effective. Education, information and targeted communication are used as key preventative tools.

Provider supervision is part of the Commission's strategy to improve the delivery of high-quality care by supervising providers in a way that encourages them to address risks and lift their performance.

To do this, the Commission uses a range of regulatory approaches and tools to monitor if providers are doing the right thing.

When we identify serious failures to provide safe care, the Commission will take compliance and enforcement actions to protect older people.



Functions and powers

The Commission applies the range of functions and powers available under the *Aged Care Quality and Safety Commission Act 2018*, *Aged Care Quality and Safety Commission Rules 2018* and the *Aged Care Act 1997*, including:

- informing consumers and their representatives about consumers' right to quality and safe care and services
- approving providers of aged care
- educating and guiding providers on their responsibilities to deliver quality and safe care and services
- regulating aged care providers by accrediting residential services, conducting quality reviews with home services, and monitoring the quality of care and services
- regulating aged care workers and governing persons through monitoring compliance with the Code of Conduct for Aged Care and considering suitability of key personnel, including taking enforcement action such as making banning orders
- dealing with complaints or information given to the Commissioner about a provider's responsibilities under the *Aged Care Act 1997* or funding agreement
- dealing with reportable incidents under the Serious Incident Response Scheme (SIRS)
- educating and guiding providers on their obligations under the Prudential Standards in relation to liquidity, records, governance and disclosure
- regulating aged care providers' compliance with the Prudential Standards
- monitoring aged care providers' financial viability and taking proactive engagement activity to build sector financial resilience
- responding to non-compliance by providers with their aged care responsibilities and taking regulatory and enforcement action as appropriate
- publishing data and insights on sector and provider performance.

We carry out these functions in a way that supports improved outcomes for older Australians accessing aged care services, more effective complaints resolution, effective risk-based regulation, better engagement with stakeholders, and greater accountability and transparency.

This approach includes:

- delivering key components of the government's aged care reform agenda
- speaking with one voice and making it easy for people to access the Commission's services
- being flexible in the way the Commission regulates while continuing to hold aged care providers to account
- being innovative and open to new ways of working to improve outcomes for older Australians, including through third party services, to achieve our goals
- developing and maintaining productive working relationships with individuals accessing aged care services, providers and other key stakeholders
- investing in our workforce culture and staff capability to achieve our priorities
- being transparent and seamless in the way the Commission works
- being accountable and seeking feedback to improve our practices and performance.

Values

We undertake our work in a way that is consistent with the Australian Public Service (APS) values, outlined in the *Public Service Act 1999*.



Impartial

We are apolitical and provide the government with advice that is frank, honest, timely and based on the best available evidence.



Accountable

We are open and accountable to the Australian community under the law and within the framework of ministerial responsibility.



Respectful

We respect all people, including their rights and their heritage.



Ethical

We demonstrate leadership, are trustworthy, and act with integrity in all that we do.



Committed to service

We are professional, objective, innovative and efficient, and work collaboratively to achieve the best results for the Australian community and the government.



Stewardship

We build our capability and institutional knowledge, and support the public interest now and into the future by understanding the long-term impacts of what we do.

Strategic priorities

The Commission's strategic priorities shape our choices and behaviour, underpin our decision-making and actions, and ensure that the wellbeing of Australians accessing aged care is at the centre of everything we do.



We ensure that older Australians accessing aged care are at the centre of everything we do at all times

- People accessing aged care services, providers and the broader community know what to expect from quality care and services.
- Older Australians are engaged and empowered to easily make complaints or provide information about their experience.
- The experience of older Australians accessing aged care informs our regulatory activities.



We are an effective, capable and accountable regulator

- Our capability, effectiveness and accountability are strengthened through implementation and publication of our Regulatory Strategy.
- We are building a resilient and flexible workforce fit for the future, whose wellbeing is a core priority.
- We invest in our people and systems to support our operations, and prioritise collaboration and engagement.

During the reporting period, these strategic priorities guided the Commission as it worked to deliver better outcomes for older Australians through regulation change and ongoing reform, and as it developed stronger corporate capabilities. The strategic priorities were woven throughout the findings and recommendations of the Capability Review and were reflected in the Commission’s response. (see report against Annual Operational Plan in Appendix 1.)



We contribute to improvements in sector performance, the safety and quality of aged care, and the experiences of care for older Australians

- We respond to government priorities.
- Our processes and activities are targeted, efficient and deliver valued outcomes that advance aged care reforms and lift sector performance.
- Working with stakeholders, we help to rebuild trust and confidence in the safety and quality of aged care and its ability to deliver a better quality of life for older Australians.

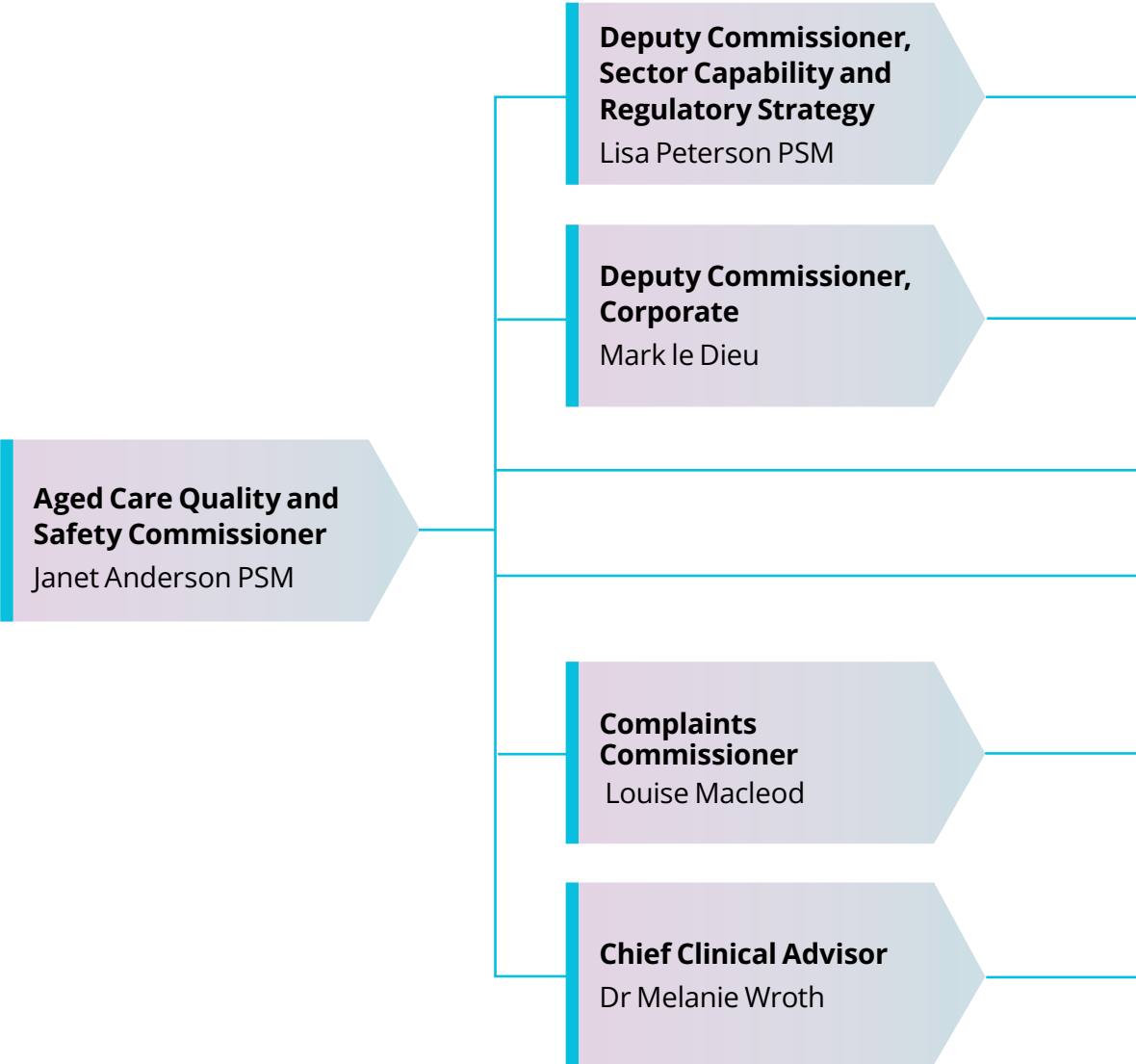


We advance intelligence-led, risk-based proportionate regulation

- We use the full range of powers and tools available to strengthen our regulatory effectiveness.
- The collection, analysis and publication of information improves transparency and understanding of provider risks and sector trends.
- This also guides our regulatory activities, ensuring that our decisions and actions are proportionate to risks to older Australians receiving care.

Organisational structure

Figure 2. Organisational structure, 30 June 2024



Acting Senior Directors, Engagement, Education and Communication
Suzi Clarke and Alison Brown

Executive Director, Regulatory Strategy and Policy
Emma Jobson

Executive Director, Enterprise Governance and Corporate Operations
Shelley Castree-Croad

Executive Director, Quality Assessment and Monitoring
Anthony Speed

Executive Director, Compliance Management
Peter Edwards

Executive Director, Approvals and Serious Incident Notifications
Ann Wunsch

Executive Director, Intake and Complaints Resolution
Michelle Bampton

Senior Practitioner, Behaviour Support
Loren de Vries

Aged Care Quality and Safety Advisory Council

Role and functions

The Advisory Council was established under Section 37 of the Commission Act.

The legislated functions of the Advisory Council are:

- on its own initiative or at the request of the Commissioner, to provide advice to the Commissioner in relation to the Commissioner's functions, and
- at the request of the Minister, to provide advice to the Minister about matters arising in relation to the performance of the Commissioner's functions.

Through performance of these functions, the Advisory Council has a key role in supporting improved quality and safety of aged care services in Australia.

Membership

The Advisory Council comprises members appointed by the Minister, and ex-officio members (appointed by the Chair on the basis of their position) drawn from the Commission and Department of Health and Aged Care. Members have extensive experience in aged care, including clinical care, service delivery and regulation.

Membership of the Advisory Council was renewed in 2023–24.

The Council acknowledges outgoing members (Ms Carolanne Barkla, Ms Andrea Coote, Dr Matthew Cullen and Professor Susan Kurrle AO) for their significant contribution and advice over many years. Five new members were appointed during the year who have further diversified the skills and expertise available to the Council.

Table 1. Advisory Council membership, 2023–24

Appointed members	Changes during 2023–24
Ms Maree McCabe AM (Chair)	No change
Ms Carolanne Barkla	Appointment concluded 8 April 2024
Professor Valerie Braithwaite	Appointed 23 November 2023
Dr Noel Collins	Appointed 19 April 2024
Ms Andrea Coote	Reappointed 23 November 2023, appointment concluded 8 April 2024
Dr Matthew Cullen	Appointment concluded 22 November 2023
Ms Julie Dundon	No change
Ms Sally Evans	Reappointed 19 April 2024
Professor Susan Kurrle AO	Appointment concluded 8 April 2024
Ms Julie Reeves	Appointed 19 April 2024
Ms Margot Richardson	Appointed 19 April 2024
Mr Barry Sandison	No change
Professor Victoria Traynor	Appointed 19 April 2024

Commission overview

Ex-officio members	Changes during 2023–24
Ms Janet Anderson PSM, Commissioner	No change
Mr Richard Hanssens, Commission staff member, nominated by the Community and Public Sector Union (CPSU)	Joined the Council 7 December 2023
Ms Amy Laffan, Department of Health and Aged Care	No change
Dr Melanie Wroth, Commission Chief Clinical Advisor	No change

Meeting schedule

The Advisory Council met formally 5 times in 2023–24 and also convened 6 additional out-of-session meetings involving ministerially appointed members to ensure it could provide timely advice to the Commission during a period of transformation.

Table 2. Advisory Council meeting schedule, 2023–24

Formal meetings	Out-of-session meetings
17 August 2023	19 July 2023
2 November 2023	23 October 2023
7 December 2023	30 January 2024
8 February 2024	6 March 2024
23 May 2024	5 April 2024
	5 June 2024

Year in review

Key highlights

The Advisory Council discussed and provided independent expert advice and guidance to the Commissioner on a range of strategic issues to support the Commission to protect and enhance the health, safety and wellbeing of older Australians and also to the Minister of Aged Care on request.

The Council received regular updates from the Commission on the sector's and Commission's performance respectively, and key issues impacting the sector and the Commission. It discussed with the Commissioner and senior executives the Commission's findings, insights, conclusions and actions arising from its sector surveillance, risk assessment and regulatory processes. The Council also received regular updates from the Department on the development of the new Aged Care Act and other key aspects of aged care reform.

The Advisory Council undertook a "deep dive" into at least one particular area of activity at each of its meetings. These included:

- quality assessment and monitoring
- complaints handling
- minimising the use of restrictive practices, and related education and behaviour support planning
- the Serious Incident Response Scheme, regulatory actions taken and emerging patterns
- the development of the new Aged Care Act
- the development of the Commission's Regulatory Strategy, strengthened Quality Standards and the Commission's updated operating model to support delivery of regulatory functions under the new regulatory framework
- financial and prudential regulatory activities.

The Council also contributed to planning and review exercises that surround the development and publication of the Commission’s annual corporate plan, operational plans and annual report.

Response to the Capability Review

The Advisory Council deliberated on recommendation 6.2 of the Capability Review in depth and implemented a range of measures to strengthen its operating arrangements and enhance its capacity to provide independent advice and guidance to the Commission and the Minister. This included appointing an Assistant Chair, a workforce representative of the Commission as an ex-officio member, and an independent secretariat officer reporting directly to the Chair. The Council also formalised induction arrangements for new members and introduced independent processes for setting agendas and conducting meetings, placing increased emphasis on undertaking deep dives on priority issues identified by the Council, and scheduling in-camera meetings for appointed members.

The Advisory Council Chair, Ms Maree McCabe AM, served as a member of the Implementation Steering Group (ISG) which provided oversight of implementation of the Capability Review recommendations, and Mr Barry Sandison worked with the Commission and the Department to progress recommendation 4.16 to develop a strategic Data, Analytics and Risk Profiling Strategy.

Stakeholder engagement

The Advisory Council established new and continued existing connections with related aged care advisory groups. The Chair and Ms Andrea Coote represented the Council on the National Aged Care Advisory Council (NACAC), and Ms Sally Evans was appointed as the Advisory Council’s representative on the Commission Consultative Forum (CCF).

The Council also engaged with providers informally at the Commission’s National Aged Care Provider Conference in April 2024 and has scheduled a series of stakeholder engagements to be undertaken in early 2024–25.

Financial information and secretariat services

The Advisory Council's operation was funded from the Commission's budget appropriation. Major expenditure items consisted of members' remuneration for their participation in meetings, and venue and travel costs for face-to-face meetings.

In addition to the direct financial support (Table 3), the Commission also funds secretariat and administrative services to the Advisory Council and supports the attendance of its ex-officio members and other attendees.

Table 3. Advisory Council expenditure, 2023–24

Item	Cost (\$)
Remuneration for appointed members (including superannuation)	44,564
Travel costs for appointed members*	34,766
Venue costs for face-to-face meetings*	18,934
Total	98,264

* Dollars include GST

Consultative forums

Commission Consultative Forum

The Aged Care Quality and Safety Commission Consultative Forum was established in 2019 to seek feedback on the Commission's policies and approach from key stakeholders and to discuss emerging issues in the aged care sector.

Consulting and engaging with consumer and industry groups about improving the quality of aged care, supports our role and functions. The Consultative Forum provides a valuable mechanism for communication and feedback at a national level between key stakeholders and the Commission.

The Consultative Forum provides a sector-wide setting for discussion of issues relevant to the Commission's functions and ensures that stakeholder viewpoints are understood and considered by the Commission.

Forum members represent consumer, provider, worker and industry organisations. Membership of the Consultative Forum is by invitation from the Commissioner and comprises national consumer and provider peak bodies and the Department of Health and Aged Care.

Meetings are chaired by the Commissioner and are held 3 to 4 times a year.

More information on the membership, meeting schedule and functions of the Consultative Forum is publicly available on the [Commission's website](#).

Consumers and Families Panel

The Commission has established a Consumers and Families Panel to provide advice to the Commission on consumer views, expectations and preferences in relation to how the Commission undertakes its role. The feedback provided by the panel helps us improve the way we regulate aged care services and make sure that the information we produce is useful and easy to understand.

Comprising a mix of aged care recipients, their family members and supporters, and people considering accessing aged care services, the panel:

- is a channel through which the Commission can hear from older people and those close to them about issues that are important to them
- provides the Commission with direct access to the voices of consumers and their families to inform our priorities and activities
- enables co-design and testing of resources and communications to make sure they meet the needs of consumers
- demonstrates to the public that the Commission values and is actively seeking out the views of consumers
- builds the Commission's understanding of needs, expectations and emerging issues for consumers.

More information on the functions of and process for joining the Consumer and Families Panel is publicly available on the [Commission's website](#).



Annual Performance Statements



Australian Government

Aged Care Quality and Safety Commission

Introductory statement

I, Janet Anderson, as the Accountable Authority of the Aged Care Quality and Safety Commission, present the 2023–24 Annual Performance Statements of the Commission, as required under paragraph 39(1)(a) and 39(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

In my opinion, these Annual Performance Statements are based on properly maintained records, accurately reflect the performance of the Commission, and comply with Subsection 39(2) of the PGPA Act.

J. M. Anderson

Janet Anderson PSM
Commissioner
4 October 2024

Performance reporting framework

The Commission's annual performance reporting framework connects our strategic direction and priorities, key activities, risk management, resource allocation, and performance measurement and monitoring.

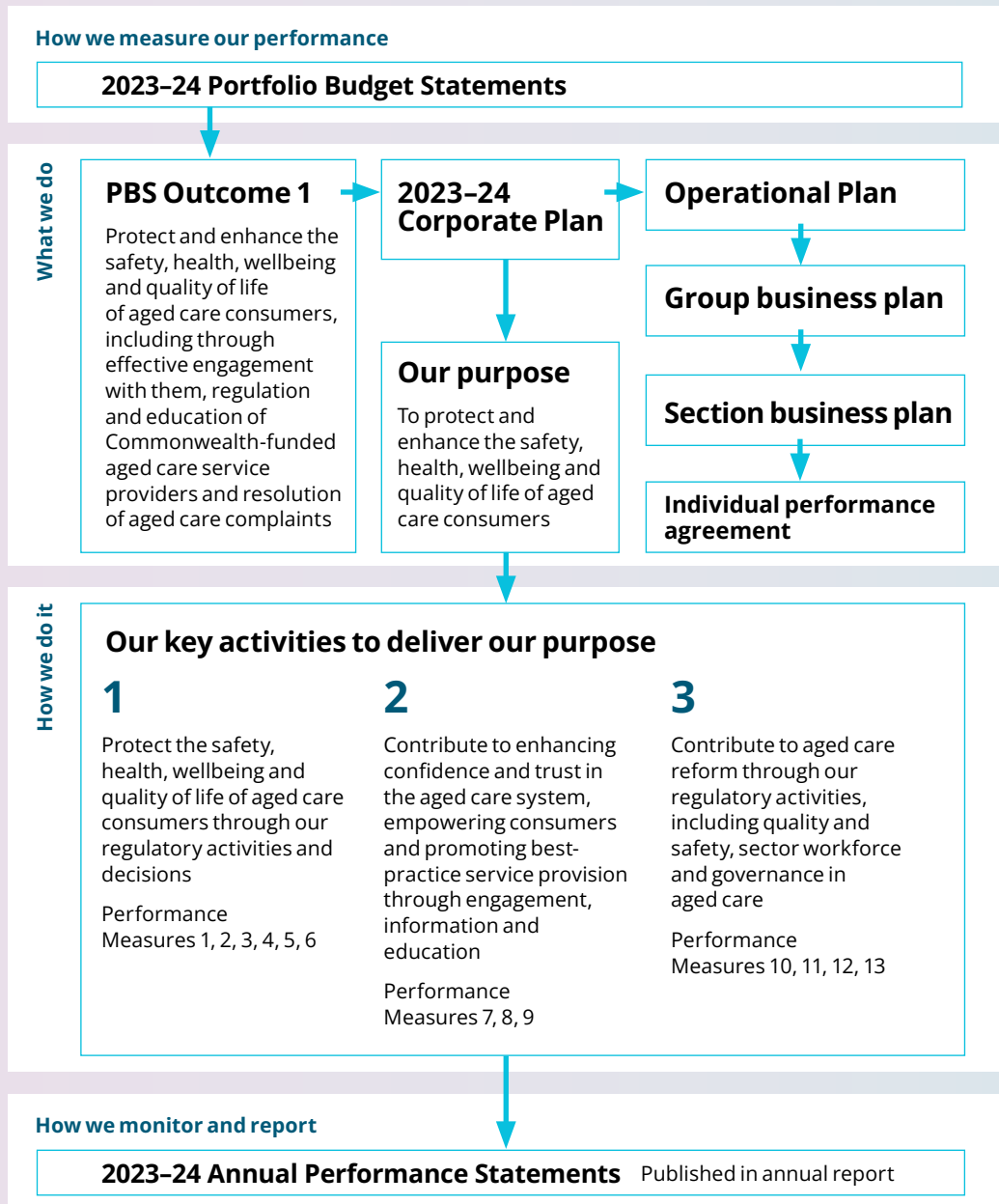
This complies with the requirements of the Commonwealth Performance Framework, which covers planning and performance reporting for all Commonwealth entities.

The Health Portfolio Budget Statements (PBS) set out the Commission's outcome, programs and performance indicators used to monitor progress against the stated deliverables. They also outline annual appropriations (amount of allocated funds) and how the Commission is to spend these funds to deliver on its purpose.

The Corporate Plan is developed based on the information in the PBS. Priorities flow from the Corporate Plan to the Operational Plan, through to group and section plans, then to individual performance and development agreements (Figure 3).

These 2023–24 Annual Performance Statements report on actual performance against the anticipated results articulated in the PBS and Corporate Plan. The statements have been developed in accordance with the relevant requirements and guidelines. As required under Section 54 of the Commission Act, each year the Commission publishes an Operational Plan to guide its actions in delivering on its purpose. As required under Section 52 of the Act, the Commission must report against the Operational Plan deliverables in its annual report. This report is at Appendix 1.

Figure 3. Planning and reporting framework



Results

Summary of performance

Table 4 provides a summary snapshot of the Commission’s 2023–24 performance against anticipated measures and targets outlined in the PBS and Corporate Plan. Of the 13 performance measures, 11 were met and 2 were partially met. Where a measure has multiple targets, each target is weighted equally for the purposes of assessing performance.

The results show that the Commission has performed well against all of our measures, successfully delivering on our purpose – to protect and enhance the safety, health, wellbeing and quality of life of aged care consumers – during the reporting period.

Table 4. Summary of performance against anticipated measures/targets, 2023–24

Performance measure	Result
PM 1: Protect the safety, wellbeing and interests of Commonwealth-subsidised aged care consumers through regulatory activities (PBS measure)	Met
PM 2: Provide an efficient, effective and accessible complaint-handling service (PBS measure)	Partially met *
PM 3: Monitor aged care provider quality and safety performance against the Aged Care Quality Standards (PBS measure)	Met
PM 4: Conduct audits of aged care services in accordance with legislative provisions in the residential, home care and National Aboriginal and Torres Strait Islander Flexible Aged Care Provider (NATSIFACP) sub-sectors (PBS measure)	Met

* Significant progress was made towards meeting the target, but final achievement is anticipated outside the reporting period.

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Performance measure	Result
PM 5: Monitor and take appropriate action in response to individual providers and provider groups with potential or actual non-compliance with financial and prudential responsibilities including the Prudential Standards	Met
PM 6: Improve the use of intelligence and enhance risk profiling and assessment to effectively target regulatory responses	Met
PM 7: Use consumer feedback and engagement to inform the design and focus of Commission activities	Partially met *
PM 8: Support and promote best practice in quality use of medicines through stakeholder engagement, including extending pharmacy outreach activities to more aged care services	Met
PM 9: Underpin the Commission’s activities with focused communications, information and education to support capability uplift and behavioural change in the sector	Met
PM 10: Embed the Serious Incident Response Scheme (SIRS) in home services	Met
PM 11: Build organisational and clinical governance capability of leaders and governing bodies of Commonwealth-subsidised residential and home care providers through targeted education and engagement	Met
PM 12: Protect consumers by ensuring that, where necessary, they are receiving safe, effective, person-centred behaviour support and the appropriate use of restrictive practices that support their health, wellbeing and quality of life	Met
PM 13: Establish regulatory arrangements for new Code of Conduct	Met

* Significant progress was made towards meeting the target, but final achievement is anticipated outside the reporting period.

Portfolio Budget Statements measures

The Commission is responsible for a single government outcome:

Outcome 1 – Protect and enhance the safety, health, wellbeing and quality of life of aged care consumers, including through effective engagement with them, regulation and education of Commonwealth-funded aged care service providers and resolution of aged care complaints.

Program 1.1 – Quality Aged Care Services delivers this outcome. This program – which the Commission is responsible for delivering – protects and enhances the safety, health, wellbeing and quality of life of aged care consumers, and builds confidence and trust in the provision of aged care services. It also empowers consumers and promotes best-practice service provision.

Three measures indicate the Commission’s progress towards meeting this outcome and program (Table 5). Each PBS measure is mapped to its corresponding performance measure(s), where discussion of the particular result can be found.

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Table 5. Performance against Portfolio Budget Statements measures, 2023–24

Measure	Target*	Outcome	Result
Monitor aged care service providers' compliance against the aged care standards	Conduct over 1,250 audits of aged care services	1,603 audits of aged care services conducted (Performance Measure 4)	Met
	Complete over 2,500 assessment contacts to monitor and assess the performance of providers to support regulatory oversight	3,682 assessment contacts conducted (Performance Measure 3)	
Provide an efficient, effective and accessible complaint handling service	80% of complaints and enquiries with the Commission will be finalised within published service standards 65% of complainant and provider survey responses have an overall rating of satisfied or higher in line with published service standards	86% of enquiries were finalised in 7 days 68% of complaints were finalised within 60 days 68% of complainant and provider survey responses had an overall rating of satisfied or higher (Performance Measure 2)	Partially met
Protect the safety, wellbeing and interests of Commonwealth-subsidised aged care consumers through regulatory activities	Take appropriate action to address non-compliance with approved provider responsibilities under the <i>Aged Care Act 1997</i>	255 compliance notices issued to providers (Performance Measure 1)	Met

* Multiple targets are equally weighted for the purpose of assessing performance.

Performance measures

Aligned to each of the Commission’s key activities is a series of performance measures that reflect the desired outcomes of that activity. Anticipated results are assigned to each performance measure, so progress can be monitored, measured and reported.

The Commission continually reviews its performance measures to ensure they remain relevant, reliable and contribute to measuring how the Commission achieves its purpose.

Key activity

1

Protect the safety, health, wellbeing and quality of life of people accessing aged care services through our regulatory activities and decisions

PM1: Protect the safety, wellbeing and interests of Commonwealth-subsidised aged care consumers through regulatory activities	Met
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Source

2023–24 Corporate Plan, page 40

2023–24 ACQSC Portfolio Budget Statements, page 141

Rationale

To protect and enhance the safety, health, wellbeing and quality of life of older Australians by identifying the risks of non-compliance with aged care responsibilities, and holding providers to account where non-compliance is found

Anticipated result

Action taken to address non-compliance with approved provider responsibilities under the *Aged Care Act 1997*

Actual result

255 compliance notices issued

Discussion and analysis

Where the Commission is concerned that a provider is not complying with its responsibilities under the *Aged Care Act 1997*, we issue a compliance notice and give the provider an opportunity to respond to those concerns. If a provider still does not satisfy the Commission that it is compliant with its aged care responsibilities, we may direct the provider to take action to ensure compliance. If the provider fails to comply, enforceable regulatory action may be taken.

A total of 255 compliance notices were issued by the Commission during 2023–24. This consisted of 109 directions, 100 non-compliance notices, 2 notices of decision to impose sanctions, 4 notices to agree, 35 notices to remedy, 1 enforceable undertaking and 4 incident management compliance notices.

In 2022–23, the Commission issued a total of 975 compliance notices, comprising 358 directions, 312 non-compliance notices, 13 notices of decision to impose sanctions, 39 notices to agree, 207 notices to remedy and 46 infection management compliance notices or restrictive practices compliance notices.

The reduction in overall compliance notices issued can be attributed to successfully completing a significant transformation program over the past 12 months. This includes the Reform for Better Aged Care Program's Provider Supervision trial and implementing the Commission's central intake function and Provider Risk Intake and Analysis Team.

This new approach supports the consistent evidence-based escalation of high-risk matters earlier where identified risks of non-compliance with aged care responsibilities are found. This enables the Commission to assess at the Approved Provider level, take proportionate risk-based regulatory action, and to hold providers to account where non-compliance is found.

Through heightened supervision we have strengthened our position on the small number of providers that the Commission has the most concern about. These providers have presented a severe level of risk to the safety of older people or risk to their ongoing continuity of care. This higher intensity of supervision is based upon the Commission's consideration of risk profiling, other intelligence we have collected, the outcomes of regulatory actions, and the provider's willingness and capability to address identified risks.

As a result, through active coordination of key stakeholders, including the Department of Health and Aged Care as the Market Steward, we have been able to strategically manage these complex risk scenarios to safeguard older people's safety and ongoing access to care.

Methodology and data sources

- Information collected via contact with providers including site audits, and on-site and at-desk performance assessments.
 - Serious Incident Response Scheme data collected via notifications of reportable incidents submitted by providers; further information may be gathered through at-desk or on-site follow up or investigation.
 - Longer-term non-compliance information derived through complaints handling processes.
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Annual performance statements

<p>PM 2: Provide an efficient, effective and accessible complaint-handling service</p>	<p>Partially met</p>
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Source

2023–24 Corporate Plan, page 40

2023–24 Portfolio Budget Statements, page 141

Rationale

To protect and enhance the safety, health, wellbeing and quality of life of older Australians by resolving concerns about their care and services, and using complaints data to inform the Commission’s other regulatory activities

Anticipated results *

80% of complaints and enquiries with the Commission finalised within published service standards

65% of complainant and provider survey responses have an overall rating of satisfied or in line with published service standards

Actual results

86% of enquiries were finalised in 7 days

68% of complaints were finalised within 60 days

68% of complainant and provider survey responses had an overall rating of satisfied or higher

Discussion and analysis

The Commission provides a single point of contact for people wanting to make a complaint about an aged care provider’s performance in relation to its responsibilities under the *Aged Care Act 1997*, Aged Care Quality Standards or Australian Government funding agreement.

* Multiple targets are equally weighted for the purpose of assessing performance.

The Commission works with complainants and providers to assist them to address concerns and resolve issues. If the Commission is not satisfied that a provider is meeting its responsibilities, we can direct them to take specified actions.

For the 2023–24 financial year, 86% of enquiries were finalised within 7 days, which is above the target of 80%. This result was lower compared with the 2022–23 financial year when 88% of enquiries were finalised within 7 days. Overall, the Commission experienced a 26% increase in the number of enquiries received in 2023–24 (15,388) compared with 2022–23 (12,206).

For the 2023–24 financial year, the Commission finalised a total of 9,797 complaints, and of these 68% were finalised within 60 days. This result was an improvement when compared with 2022–23 financial year, when 59% of complaints were resolved within 60 days. The Commission experienced a 4% increase in complaints received in 2023–24 (9,566) compared with 2022–23 (9,198). Number of complaints finalised remained stable in 2023–24 (9,797) when compared with 2022–23 (9,777).

The combined result for complainant and provider (customer) survey responses that had an overall rating of satisfied or higher for the 2023–24 financial year was 68%. This outcome was an increase when compared with 2022–23 (63%).

This newly introduced performance measure provides another dimension to the timeliness key performance indicator (KPI), with a specific focus on the positive outcomes achieved for complainants.

From the point of introduction, in quarter 4 in 2023–24, the Commission achieved the service standard of 80% of complaints finalised with a positive outcome for the complainant, with a total of 2,743 complaints finalised, and of those, 2,194 were finalised with a positive outcome. The most common outcome was a “Better explanation – by provider”.

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In 2023–24, the Commission met 2 out of 3 of our service standards. While the aim is for the Commission to finalise 80% of complaints within 60 days, this is not a measure that the Commission has yet achieved. The length of time to finalise a complaint can vary depending on a range of factors, including the overall volume of complaints received, level of risk, complexity of the issues raised, the responsiveness of the provider, and the complainant’s engagement with the resolution process.

In 2023–24, the Commission received 4% more complaints and 26% more enquiries than the previous financial year. Additionally, the Commission continued to work through open complaints, reducing the number on hand for the second year in a row, this time by 13% from 1,757 at end of 2022–23 to 1,526 at the end of 2023–24.

While we continue to experience high volumes of complaints and enquiries, complaints are likely to be older at finalisation, impacting our ability to meet the 80% of complaints finalised within 60 days performance target.

The Commission continues to explore strategies to improve complaint handling performance. This includes the introduction of a new complaints operating model designed to streamline processes and enable differentiation of timeliness KPI for different kinds of complaints in future. A review is also being undertaken of processes to manage enquiries to further mature our capabilities in this area, as volumes continue to grow and impact on resolution timeframes.

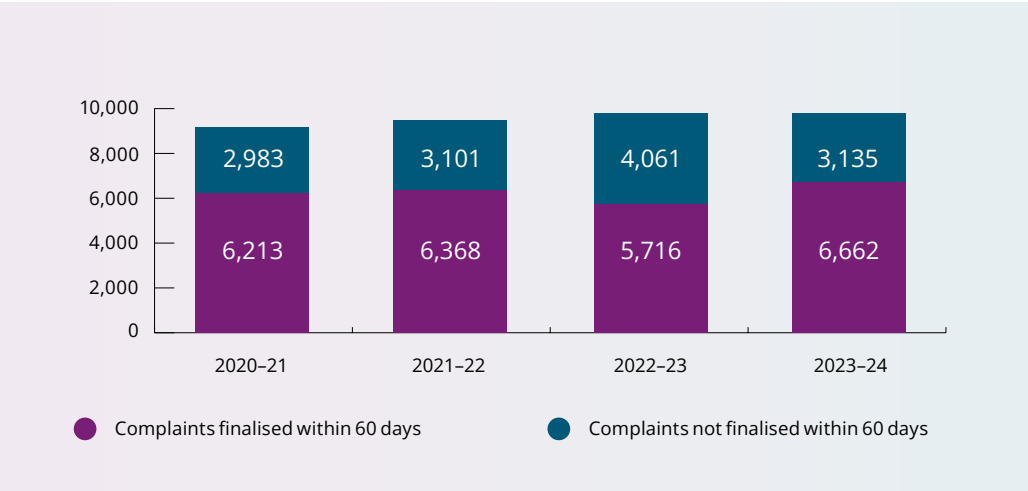
Methodology and data sources

- The Commission’s National Complaints and Compliance Information Management System (NCCIMS); contacts that meet the definition of a complaint set out in the Complaints Guidelines and associated fact sheets are recorded on NCCIMS by an intake officer.
 - The total number of complaints recorded as finalised within 60 days is divided by the total number of complaints finalised over the reporting period.
-

Figure 4. Complaints received, complaints finalised within 60 days and total complaints finalised



Figure 5. Complaints finalised within 60 days, 2020–21 to 2023–24



Annual performance statements

PM 3: Monitor aged care provider quality and safety performance against the Aged Care Quality Standards		Met
Source		
2023–24 Corporate Plan, page 40 2023–24 Portfolio Budget Statements, page 140		
Rationale		
To protect and enhance the safety, health, wellbeing and quality of life of Australians accessing aged care by monitoring and assessing providers' compliance with the Aged Care Quality Standards		
Anticipated result	Actual result *	
More than 2,500 assessment contacts completed to monitor and assess provider performance	3,682 assessment contacts conducted	

* The anticipated number of assessment contacts are predictive forecast based. The actual numbers are highly variable, depending on planned programs of work, emerging intelligence or required remediation actions arising from a finding of non-compliance, the type of assessment contact and whether they are conducted remotely or on-site.

Discussion and analysis

An assessment contact involves a Commission regulatory officer monitoring and evaluating a provider's quality of care and performance against the Aged Care Quality Standards. Assessment contacts may result from intelligence received by the Commission, a planned program of work, or monitoring of remediation actions arising from a finding of non-compliance.

The Commission conducted a total of 3,682 assessment contacts during 2023–24; this includes 2,395 on-site and 1,287 non-site assessment contacts.

The Commission achieved the measure earlier than expected (by the end of the second quarter). The high volume of assessment contacts across quarters 1 and 2 was initially influenced by the increased volume of targeted activities, such as monitoring non-compliance and targeted campaign activities associated with Infection Control Monitoring, Food Nutrition and Dining, and 24/7 Registered Nurse and Care Minutes responsibilities.

Methodology and data sources

- Reports generated from the Aged Care Case Management Information System (ACCMIS), which is used to manage information, processes and reports associated with providers, services, activities, decisions, education and referrals of information.
 - Monthly reports to the Commission's Executive Leadership Group on the number and outcomes of assessment contacts.
-

<p>PM 4: Conduct audits of aged care services in accordance with legislative provisions in the residential, home care and National Aboriginal and Torres Strait Islander Flexible Care Program (NATSIFACP) sub-sectors</p>	<p>Met</p>
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Source

2023–24 Corporate Plan, page 41

2023–24 Portfolio Budget Statements, page 140

Rationale

To protect and enhance the safety, health, wellbeing and quality of life of Australians accessing aged care by conducting reaccreditation site audits to identify non-compliance with the Aged Care Quality Standards

Anticipated result

More than 1,250 audits of aged care services conducted

Including:

- site audits for residential services
- quality audits of home care and NATSIFACP services
- review audits

Actual result

1,603 audits of aged care services conducted

Including:

- 567 site audits for residential services
- 1,033 quality audits of home care and NATSIFACP services
- 3 review audits

Discussion and analysis

A residential aged care service must be accredited or reaccredited by the Commissioner (or delegate) to receive Australian Government funding. In this process, an unannounced comprehensive on-site assessment against the Aged Care Quality Standards – a site audit – is conducted by the Commission.

A quality audit involves assessing the performance of a National Aboriginal and Torres Strait Islander Flexible Care Program or home service provider to ensure that they are meeting their aged care responsibilities. The audits can be part of the Commission’s scheduled regulatory program, or they may be a response to information relating to provider non-compliance.

The Commission exceeded the target of 1,250 audits of aged care services in 2023–24 due to the increased volume of quality audits conducted during quarters 3 and 4 with the implementation of Home Services Regulated Entity (HSRE) model. The HSRE model provides for a quality audit of home services providers supported by multiple concurrent quality audits at the service level.

The implementation of the HSRE model was conducted alongside an increased volume of quality audits undertaken by staff previously focused on conducting audit and monitoring in residential aged care services only. These strategies led to an increased volume of quality audits conducted by the Commission compared with previous years.

The HSRE enabled the Commission to undertake quality audits of over 30% of home services providers during the year.

The Commission continued to draw on third party supplied audit services during 2023–24, which enabled Commission-employed quality assessors to focus on completing quality audits of home services and National Aboriginal and Torres Strait Islander flexible aged care services along with the review audits and a smaller volume of reaccreditation audits of residential aged care services.

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Methodology and data sources ^{*}

- Where demand for site audits is high, the Commission will apply a risk prioritisation to scheduling. Site audits may be conducted by third party employed quality assessors.
 - Information on planning and conducting audits is now held in the Aged Care Case Management Information System (ACCMIS), which is used to manage information, processes and reports associated with providers, services, activities, decisions, education and referrals of information.
 - [Performance reports](#) detailing outcomes from each site audit published on the [Commission's website](#).
-

* The methodology for Performance Measure 4 was updated during 2023–24. A temporary PowerBI solution has been developed pending business ICT system enhancements to better capture and report the volume of Home Services Regulated Entities (HSRE) audits completed. Governance practices have been implemented to monitor, review and report the data on a weekly basis. Due to the HSRE model commencing in January 2024, the revised methodology consists of a hybrid summation approach whereby the total number of home services quality audits completed in quarters 1 and 2, is added to the total number of HSRE audits completed in quarter 3. This same methodology applies for quarter 4, and annual performance reporting.

<p>PM 5: Monitor and take appropriate action in response to providers with potential or actual non-compliance with financial and prudential responsibilities including the Prudential Standards</p>	<p>Met</p>
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Source

2023–24 Corporate Plan, page 41

Rationale

To protect and enhance the safety, health, wellbeing, quality of life and financial interests of older Australians by monitoring provider performance against prudential responsibilities, identifying underperforming providers and taking action against non-compliance

Anticipated results *	Actual results
4 targeted reviews focused on high-risk provider groups undertaken	7 targeted reviews focused on high-risk provider groups undertaken
Prudential audits of 97 residential aged care providers undertaken	97 prudential audits of residential aged care providers undertaken
Home care pricing audits of 54 home aged care providers undertaken	54 home care pricing audits undertaken
A minimum of 15 new educational products for the sector delivered	30 new educational products delivered

* Multiple anticipated results are equally weighted for the purpose of assessing performance.

Discussion and analysis

The Commission undertakes financial and prudential regulation audit and review activities as part of its regulatory strategy, focusing on areas of high risk. Insights from these activities drive improved Commission outcomes, including supporting stakeholder engagement and feedback, to help better design regulatory processes and activities.

A total of 7 targeted reviews focused on high-risk provider groups were undertaken. Each targeted review focused on 10 selected providers.

Across the reviews:

- 2 providers were referred to the Prudential Compliance and Investigations team for further consideration.
- one provider was recommended for a prudential audit and has been included in the 2024–25 prudential audit program.

All findings and insights are shared in an Evaluation and Insights report with internal stakeholders.

The audit team undertook and finalised a total of 97 prudential audits during 2023–24.* Planning for the 2024–25 prudential audit program is underway. This includes determining the new provider cohort, reviewing, and streamlining the processes and developing communications with stakeholders.

* The initially published anticipated result of 40 prudential reviews was converted to an additional 17 prudential audits as a prudential review is undertaken against a single prudential standard (of the 4 standards) and to deliver the greatest regulatory impact these have been converted into 17 prudential audits based on the resourcing provided through the budget measure.

Engagement with all 54 home aged care providers has been completed, with all audits conducted and finalised. One provider failed to meet their pricing obligations and charged above the pricing caps. However, the non-compliance was remedied by working with the Commission and agreeing to review their internal governance system and make necessary improvements. This was the Commission's first audit of this nature and successfully met its deliverables and objectives. Key insights into pricing behaviours and practices will be shared in a sector Insights Report.

Thirty new educational products for the sector were delivered over 2023–24; double the anticipated result. Educational products helped support:

- Monthly Compliance Management Insights published on our website to build a clearer understanding of the relationship between aged care providers obligations, financial and non-financial, and how compliance with them supports better outcomes for older Australians
- Prudential Audits and Home Care Pricing Audit tools and fact sheets to support providers to understand obligations and self-prepare for Commission compliance assessment activities
- understanding of financial and prudential obligations and the Commissions regulatory activities through sector webinars, webpage publications, and Quality Bulletin articles
- fact sheets focused on Overcharging of Refundable Deposits that explain consumer rights and provider obligations.

Methodology and data sources

- Data from the Department of Health and Aged Care's Aged Care Financial Report.
 - Information gathered through formal engagement with the Department of Health and Aged Care in relation to providers at risk.
 - Information collected through the Commission's engagement with providers, including compliance case work, prudential reviews or targeted campaigns.
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<p>PM 6: Improve the use of intelligence and enhance risk-profiling and assessment to effectively target regulatory responses</p>	<p>Met</p>
<p>Source 2023–24 Corporate Plan, page 42</p>	
<p>Rationale To protect and enhance the safety, health, wellbeing and quality of life of older Australians through risk profiling to identify providers at risk of not meeting their aged care responsibilities and implementing regulatory strategies in response</p>	
<p>Anticipated results *</p> <p>Use of risk profiling expanded and risk assessment enhanced to effectively target regulatory responses</p> <p>Includes targeted risk-based monitoring of home care providers and assessment of providers' financial viability</p>	<p>Actual results</p> <p>Risk profiling expanded and risk assessment enhanced</p>
<p>New Quality Indicators and quarterly financial reporting data included in risk profiling</p>	<p>New Quality Indicators and quarterly financial reporting data included in risk profiling</p>

* Multiple anticipated results are equally weighted for the purpose of assessing performance.

Discussion and analysis

The Commission improved the use of intelligence, risk profiling and assessment to effectively target its regulatory activities. This included the following achievements:

- Developing or enhancing risk profiling approaches for: activities to support workforce responsibilities (including 24/7 registered nurse coverage and care minutes); and COVID vaccination rates and COVID outbreak risks.
- Completion of a comprehensive independent review of the Commission's current risk modelling approach, and development of a workplan for 2024–25 to implement an enhanced risk modelling approach.
- Development of new reporting, intelligence and risk tools, including a framework for self-service reporting and the commencement of a significant program of digital uplift to support this work.
- Access to and use of additional data sources, including care minutes.
- Development of new frameworks, policies and guidance materials to support risk profiling, including a Data, Analytics and Risk Profiling Strategy and Data Management Framework.
- Development of a provider-level risk model to support the Commission's new provider supervision approach. This risk model includes consideration of home service risk and financial viability.

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Successful achievement of this work volume was enabled by:

- engagement of external expertise to review and enhance the Commission’s risk modelling approach, and in the development of policy documentation related to risk assessment and risk profiling.
- embedding the use of risk profiling and risk assessment within the work of the Commission, through policy and guidance materials and the Commission’s Regulatory Strategy.
- recruitment of specialised staff to support the development and use of risk assessment and risk profiling tools, including data analysts and staff with training and communication skills.
- continued cooperation with the Department of Health and Aged Care in the development and enhancement of Risk Based Targeting and Information Sharing functionality and tools and incorporating new datasets.

Methodology and data sources

- Core Commission risk models, from which risk profiles are derived
 - data describing provider performance, characteristics and operating circumstances are sourced from Commission and Departmental operational systems and processes. They are brought together in the Risk Based Targeting and Information Sharing tool and risk engine, operating in the Department of Health and Aged Care’s Aged Care Data Warehouse.
 - Risk profiles as an output of risk models applied to relevant data
 - the models are developed by combining subject matter advice and data science activities.
-

Key activity

2

Contribute to enhancing confidence and trust in the aged care system, empowering older Australians and promoting best-practice service provision through engagement, information and education

PM 7: Use consumer feedback and engagement to inform the design and focus of Commission activities

Partially met

Source

2023–24 Corporate Plan, page 44

Rationale

To protect and enhance the safety, health, wellbeing and quality of life of Australians accessing aged care services by using feedback and information to help identify risks, understand the needs of the sector and inform consumer choice

Anticipated results

Consumer satisfaction with engagement activities evaluated using the Commission Evaluation Framework

Actual results

A new survey was designed and implemented in September 2023 and will be conducted annually to allow for tracking of results over time

Findings from customer journey mapping and channels ensure that materials are appropriately targeted

Findings from customer journey mapping were used to help ensure that Commission materials were appropriately targeted

Discussion and analysis

The anticipated result for Performance Measure 7 was modified mid-cycle as the methodologies of the Commission's Evaluation Framework were better suited to the evaluation of education and communications activities, rather than engagement. For this reason, the result for this measure is assessed as 'Partially met'.

An annual survey of the Consumers and Families Panel was developed and delivered in 2023 and will now be conducted annually. While the 2023 survey focused on Panel members' experience of engaging with the Commission via the Panel, the 2024 survey will also include questions about how older people get information, our panel members' understanding of the different government agencies working across the aged care sector, and general understanding and sentiment towards the proposed new Aged Care Act. These insights will assist the Commission in our development of targeted and relevant engagement and communication products aimed at aged care consumers.

Over 2023–24, the Commission continued comprehensive engagement with stakeholders across the aged care sector to inform the design and focus of our activities, including our communications, engagement and education resources. Key achievements include:

- Consultations with the Consumers and Families Panel and Provider and Worker Engagement register have informed and shaped the delivery of a number of new resources and reports over the 2023–24 period.

- We supported 28 meetings over 2023–24 with the Community Consultative Forum and peak bodies including OPAN, COTA, ACCPA, NACCHO, NATSIAACC, AHPRA,* industrial associations and peak groups representing dementia interests. These forums continue to provide information and insights that inform the Commission’s priorities and approach to consumer and sector engagement.
- A series of roundtables with diverse cohorts of provider and worker representatives provided valuable input on the effectiveness of the Strengthened Standards draft resources and 2024–25.
- We engaged expert advisors to facilitate consultation and co-design with First Nations and CALD** audiences on key resources for those stakeholder groups.
- We established 2 reference groups with representatives of First Nations and CALD aged care organisations, to provide us with advice on best-practice approaches to development engagement, education and communication materials that meet the needs of these audiences.

Methodology and data sources[†]

- Information from internal and external stakeholders (including individual recipients of aged care and their carers).
 - Information from consumer representative bodies and their members.
-

* OPAN – Older Persons Advocacy Network; COTA – Council on the Ageing; ACCPA – Aged & Community Care Providers Association; NACCHO – National Aboriginal Community Controlled Health Organisation; NATSIAACC – National Aboriginal and Torres Strait Islander Ageing and Aged Care Council; AHPRA – Australian Health Practitioner Regulation Agency.

** CALD – Culturally and Linguistically Diverse

† The methodology for Performance Measure 7 was updated during 2023–24 to focus on assessing engagement activities using surveys conducted through the Commission’s Stakeholder Engagement Team and with the Consumers and Families Panel.

<p>PM 8: Support and promote best practice in quality use of medicines through stakeholder engagement, including extending pharmacy outreach activities to more aged care services</p>	<p>Met</p>
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Source

2023–24 Corporate Plan, page 44

Rationale

To protect and enhance the safety, health, wellbeing and quality of life of older Australians by extending pharmacy outreach activities and training in the quality use of medicines into more aged care services, better equipping staff to deliver quality care

Anticipated results	Actual results
Requests for outreach visits continue to be met	Requests for outreach visits continue to be met
Visits to remote services undertaken	Visits to remote services undertaken
Sustainability of improved care practices through refinement of training resources supported	Sustainability of improved care practices through refinement of training resources supported

Discussion and analysis

The Commission delivers outreach activities and training in the quality use of medicines in aged care services. Under our Pharmacy Outreach Project, accredited pharmacists travel with Commission staff (referred to as pharmacy associates) to deliver medication related training and support to residential aged care services in regional, remote and very remote locations.

In 2023–24, the Pharmacy Outreach Program visited 178 different residential aged care services, with 6 services having more than one visit over the 12-month period. This is a significant increase compared with 2022–23 financial year when 58 services received a pharmacy outreach visit. This was a 207% increase in the number of services visited.

In total, 29 (16%) of the services visited in 2023–24 were classified as outer regional, remote, or very remote Australia per the Australian Statistical Geography Standard (ASGS) Edition 3.

All requests for outreach visits from services were met in the reporting period. Outreach visits were offered to services in response to referrals from within the Commission.

The Commission continues to evaluate the training through post-training surveys provided to attendees. Results continue to be positive for 2023–24, including:

- an average score of 9.2 out of 10 for the RedUSe general training (851 responses from 2071 attendees)
- an average score of 9.3 out of 10 for the RedUSe champion staff training (533 responses from 1021 attendees)
- an average score of 9.2 out of 10 for the To Dip Or Not To Dip staff training (771 responses from 2018 attendees).

Methodology and data sources

- Internal and external evaluation of site visits, including written reports and attendee evaluations.
 - Statistics on content, number of sessions delivered and number of attendees maintained internally by Commission staff.
 - Psychotropic drug use for each site is recorded.
 - Additional data is recorded from a data capture template.
-

Annual performance statements

PM 9: Underpin the Commission’s activities with focused communications, information and education to support capability uplift and behavioural change in the sector		Met
Source 2023–24 Corporate Plan, page 44		
Rationale To protect and enhance the safety, health, wellbeing and quality of life of older Australians by using focused communications and information to support positive behavioural change in the aged care sector		
Anticipated result Effectiveness of communication and education channels and activities measured using the Commission Evaluation Framework	Actual result Met and further supported by independent evaluation	

Discussion and analysis

The Commission tracks the impact and effectiveness of its communication and education activities through data including website and social media engagement metrics, and formal and informal feedback channels from sector stakeholders as well as a more formal evaluation approach underpinned by the Commission's Evaluation Framework.

In addition to this, an independent evaluation of communication and education channels and activities in support of the introduction of the Serious Incident Response Scheme was undertaken in 2023–24. The recommendations from this report are now being considered and will be actioned in the 2024–25 financial year, and the learnings from undertaking this evaluation will be applied to other key communications programs.

This scoping, data gathering and completion of the independent evaluation was a useful activity for the Commission in building our evaluation capability for our communications, engagement and education programs.

Methodology and data sources

- Feedback received from stakeholder engagement forums.
 - Evaluation under the Commission's Evaluation Framework.
 - Independent evaluation of communication and education channels.
-

Key activity



Contribute to aged care reform through our regulatory activities including quality and safety, sector workforce and governance in aged care

PM 10: Embed the Serious Incident Response Scheme (SIRS) in home services	Met
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Source

2023–24 Corporate Plan, page 46

Rationale

To protect and enhance the safety, health, wellbeing and quality of life of Australians accessing aged care services by expanding the Serious Incident Response Scheme and Quality Indicator program into home services

Anticipated results	Actual results
Baseline of provider participation and reporting established	Baseline established
SIRS home services notifications incorporated in provider risk profiles to inform predictive risk-based targeting	Notifications incorporated in provider risk profiles

Discussion and analysis

SIRS was established (in April 2021) to prevent and reduce the risk of incidents of abuse and neglect in residential aged care. On 1 December 2022, the scheme expanded into home services.

Under the scheme, providers must have effective systems and practices in place for preventing and managing all incidents. This includes using an Incident Management System to identify, record, manage, resolve and report to the Commission all serious incidents that occur (or are alleged or suspected to have occurred).

The baseline reporting has been effective in providing an indicator of sector level reporting to inform decision-making on whether to target providers or the sector.

The baseline shows 83% of residential providers reporting compared with 15–19% of home care providers. The number of providers yet to submit a SIRS report has improved slightly, with 62% of providers having not reported as of June 2024, down from 71% in December 2023.

Initial interventions include writing directly to providers who had not reported to educate them on their responsibilities, and undertaking a nil reporting project to understand reasons for and options to address barriers to reporting. The findings from this report have been shared with the Commission's Sector Risk Committee and Provider Risk Committee to support identification of providers warranting increased supervision by the Commission and development of an integrated strategy to further support the sector to build maturity.

The Commission's risk models and operational decisions are now considering the benchmark through the Risk Based Targeting and Information Sharing tool.

The Department of Health and Aged Care is finalising plans for the introduction of Quality Indicators in home services.

Annual performance statements

Methodology and data sources *

- Information and data collected are assessed formally through an externally facilitated review, as well as internal analysis of milestone completion, stakeholder feedback, surveys, issue logs and risk mitigation.
 - Information and data captured and recorded on a weekly basis from output tracking within the project software platform and meeting minutes.
-

* As more data became available over 2023-24, the methodology for Performance Measure 10 was updated to align more closely with the methodology applied in Residential Care. This updated methodology was used to determine the quarter 4 performance results.

<p>PM 11: Build organisational and clinical governance capability of leaders and governing bodies of Commonwealth-subsidised residential and home care providers through targeted education and engagement</p>	<p>Met</p>
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Source

2023–24 Corporate Plan, page 46

Rationale

To protect and enhance the safety, health, wellbeing and quality of life of older Australians by providing targeted governance training to provider leaders and governing bodies

Anticipated results *	Actual results
<p>Governing for Reform in Aged Care Program learning opportunities extended to existing and a further 300 learners by 31 December 2023</p>	<p>Program extended to existing and an additional 640 learners</p>
<p>Governing for Reform in Aged Care Program evaluated to inform future education and engagement strategies</p>	<p>Evaluation undertaken</p>
<p>Online learning resources transitioned from the Governing for Reform in Aged Care Program to the Commission’s learning platform by January 2024</p>	<p>Online learning resources transitioned</p>

* Multiple targets are equally weighted for the purpose of assessing performance.

Discussion and analysis

The transition of the Program to the Commission's platforms contributed to our performance against this measure with data showing strong participation following the publication of program resources on the Commission website and Alis (the Commission's online learning content system). Contributing factors to this strong participation include that the program now supports open participation via the Commission's website and there have been further promotional activities to the sector via the Commission's communication channels.

The transition of learning materials from the external provider's platforms to the Commission was successfully completed on 31 December 2023. The Program materials are now accessible via the Commission website and Alis.

Prior to this transition, the Program attracted an additional 640 learners (participants) during the quarter 2 period. Since the transition of the program to the Commission, there has continued to be strong participation with 4,973 online learning module completions, 34,414 website page views and 12,112 website active users between 1 January and 30 June 2024.

The independent evaluation of the Program was completed in June 2024. Consideration is now being given to the implementation of recommendations within this evaluation report.

Methodology and data sources

- A learning management system captures registrations, completions and other performance analytics related to uptake, outputs and outcomes of the Governing for Reform in Aged Care Program.
 - The external program supplier provides reports to the Commission on an agreed basis.
-

<p>PM 12: Protect consumers by ensuring that, where necessary, they are receiving safe, effective, person-centred behaviour support and the appropriate use of restrictive practices that support their health, wellbeing and quality of life</p>	<p>Met</p>
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Source

2023–24 Corporate Plan, page 47

Rationale

To protect and enhance the safety, health, wellbeing and quality of life of Australians accessing aged care services by delivering a behaviour support campaign, including minimising inappropriate restrictive practices

Anticipated results

Guidance and resources provided and published to assist providers to understand and fulfil their responsibilities to consumers in relation to providing behaviour support and appropriate use of restrictive practices

Actual results

Guidance and resources provided and published

Annual performance statements

<p>Regulatory intelligence and reporting data used to:</p> <ul style="list-style-type: none">• identify high-risk providers and undertake targeted activities to promote improved practice• design and implement training sessions and resources for regulatory staff on behaviour support and restrictive practices to support their role	<p>Regulatory intelligence and reporting data used to undertake targeted activities and design and implement training sessions and resources</p>
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Discussion and analysis

The use of a restrictive practice limits the rights or freedom of movement of a care recipient. It can take the form of chemical, environmental, mechanical and physical restraint and/or seclusion. Under the Aged Care Quality Standards and Quality of Care Principles, restrictive practices should only be used as a last resort. A behaviour support plan sets out how to manage any behaviour of concern; it must include alternative strategies to be implemented prior to the use of restrictive practices on an aged care recipient.

The Senior Practitioner and Restrictive Practices Unit (RPU) have provided support to strengthen and contribute to the Commission’s regulation of the sector in relation to the care provided to consumers with changed or complex behaviours or use of restrictive practices.

The RPU has progressed our work program and achieved the following:

- Refining and enhancing our current triage and risk assessment of referrals to the RPU for information, support, guidance or clinical advice.
- Provision of clinical advice on behaviour support and restrictive practices to support the regulatory functions of the Commission.
- Embedding subject matter experts in Commission regulatory activities including providing on-site and virtual support.

- Various activities and engagements to lift sector knowledge, understanding and capability in providing effective behaviour support and appropriate use of restrictive practices, including the Sector webinar series '*Restrictive Practices – Myth Busting*' in February and March 2024
- Commission staff capability uplift: Targeted webinars and workshops for regulatory officers to assist with continuing professional development requirements and legislation amendments to improve and broaden their knowledge, expertise, and competence to undertake their role
- Development and strengthening of data collection methods to ensure the RPU is responsive to the needs of the sector and Commission through identification and review of trends and associated risks.

The RPU has embedded strategies to use regulatory intelligence and reporting data to identify high-risk providers and undertake targeted activities to promote improved practice.

Key sources of intelligence and data include a range of regulatory and self-reported data, provider information, regulatory activities to monitor provider compliance, and educative interactions with providers and other key stakeholders regarding the use of restrictive practices, and best-practice behaviour support as alternatives to restrictive practices.

The RPU is undertaking work on the themes detected to help identify and address poor provider understanding and performance regarding restrictive practices and behaviour supports. This includes:

- analysis of SIRS notifications to support and build capacity around understanding and assessing issues and risks in relation to restrictive practice notifications.
- examining ways to use the National Quality Indicator data to inform the unit's program of work in responding to the inappropriate use of restrictive practices.

Annual performance statements

- analysis of Commission data and regulatory intelligence combined with Department of Health and Aged Care data to detect themes from matters raised with the RPU and identify key areas for performance improvement
 - continued collaboration between the Commission and key stakeholders including the Department of Health and Aged Care, Dementia Support Australia, OPAN,* and Primary Health Networks.
-

Methodology and data sources

- Measurement methodology, information sources and data sources continue to be adapted to reflect the developing role and function of the Senior Practitioner and Restrictive Practices Unit.
 - Information derived from regulatory intelligence, Quality Indicator data, compliance matters and trend analysis from enquiries.
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* OPAN – Older Persons Advocacy Network

PM 13: Establish regulatory arrangements for new Code of Conduct	Met
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Source

2023–24 Corporate Plan, page 48

Rationale

To protect and enhance the safety, health, wellbeing and quality of life of older Australians by establishing a single worker code of conduct, nationally consistent pre-employment screening process, and single register of workers across the aged care and disability sectors and, eventually, veterans' affairs

Anticipated results	Actual results
Risk-based proportionate regulatory approach applied to assessing and responding to instances of potential nonconformance with the Code	Risk-based proportionate regulatory approach applied
Information-sharing arrangements established with bodies with similar powers or jurisdiction	Information-sharing arrangements established

Discussion and analysis

The Aged Care Code of Conduct describes how aged care providers, their governing persons (for example, board members), and workers (including volunteers) must behave and treat people receiving aged care. It helps ensure that people can have confidence and trust in the quality and safety of aged care they receive.

Implementation of the Code of Conduct progressed significantly in 2023–24, with the development of policy and procedures for issuing caution and reminder of responsibility letters, which has enabled the Commission to take lower-level regulatory action for lower risk matters that do not warrant a banning order.

Ad hoc data exchange is currently occurring between the Commission and NDIS Quality and Safeguards Commission concerning banning orders. There has been bilateral exchanges of letters with other state and territory complaints handling bodies.

Memorandums of Understanding (MOUs) are currently in place with Australian Health Practitioner Regulation Agency, and the New South Wales and Queensland Health Complaints Commissions. MOUs are also being developed to support information exchange with other bodies, including NDIS and the Health Ombudsman Queensland. The Commission will continue to enter new data sharing arrangements with other regulatory and oversight bodies on an ongoing basis as we identify mutual benefit.

In 2023–24, the Commission’s worker regulation teams assessed 3,110 cases to determine if further regulatory action was needed to address behaviour that was possibly inconsistent with the Code. This led to the Commission issuing 115 banning orders and 19 caution and 14 reminder of responsibility letters.

This performance measure continues to be affected by necessary detailed planning being undertaken by the Department of Health and Aged Care prior to commencement of Worker Registration across the sector which will enable streamlined and definitive identification of workers not adhering to the Code of Conduct, and therefore more efficient regulatory action in respect of those workers.

The Commission continues to mature and enhance approaches to regulatory action under the Code of Conduct to ensure appropriate regulatory action on worker conduct across the full range of risk levels.

Methodology and data sources

- Intelligence from existing regulatory mechanisms across the Commission, including historical and new data.
 - Information exchange with other relevant government bodies.
-

Financial performance

Operating results

The Commission returned an actual net surplus of \$28.6m against an original budgeted net deficit of \$3.6m for the year (per the Portfolio Budget Statement FY2023–24). The net cash surplus, after adjusting for depreciation of assets and payments for right-of-use-assets, was \$31.5m against a budgeted break-even position.

Operating revenue

The total operating income was \$297.2m.

Figure 6. Operating revenue, 2023–24

Revenue	\$'000
● Revenue from Government	282,821
● Revenue from contracts with customers	14,231
● Other revenue	110
Total revenue	297,162



Operating expenses

Total operating expenses were \$268.6m.

Figure 7. Operating expenses, 2023–24

Expenses	\$'000
● Employee benefits	163,466
● Suppliers	95,153
● Depreciation and amortisation	9,308
● Finance costs	659
Total expenses	268,586



Financial position

Net asset position

The net assets of the Commission at 30 June 2024 were \$97.0m.

Total assets

Total assets at 30 June 2024 were \$180.4m.

Figure 8. Total assets, 30 June 2024

Assets	\$'000
● Cash and cash equivalents	2,621
● Trade and other receivables	5,972
● Appropriations receivable	126,111
● Total non-financial assets	45,665
Total assets	180,369



Total liabilities

Total liabilities at 30 June 2024 were \$83.4m.

Figure 9. Total liabilities, 30 June 2024

Liabilities	\$'000
● Suppliers	14,224
● Unearned income	1,676
● Other payables	4,520
● Leases	31,878
● Employee provisions	30,879
● Other provisions	181
Total liabilities	83,358



Annual performance statements

Table 6. Entity resource statement for the year ended 30 June 2024

	Current available appropriation (a) \$'000	Payments made (b) \$'000	Balance remaining (a)-(b) \$'000
Departmental			
Annual appropriations – ordinary annual services			
Prior year appropriations available	96,672	(93,372)	3,300
Departmental appropriations	293,101	(164,392)	128,709
S74 retained revenue receipts	10,746	(10,746)	0
Departmental capital budget	1,905	(1,905)	0
Annual appropriations – other services – non-operating			
Prior year appropriations available	1,725	(1,275)	450
Equity injection	850	0	850
Total resourcing and payments for the Commission	404,999	(271,690)	133,309



Management and accountability



Australian Government
Aged Care Quality and Safety Commission

Corporate governance

Overview

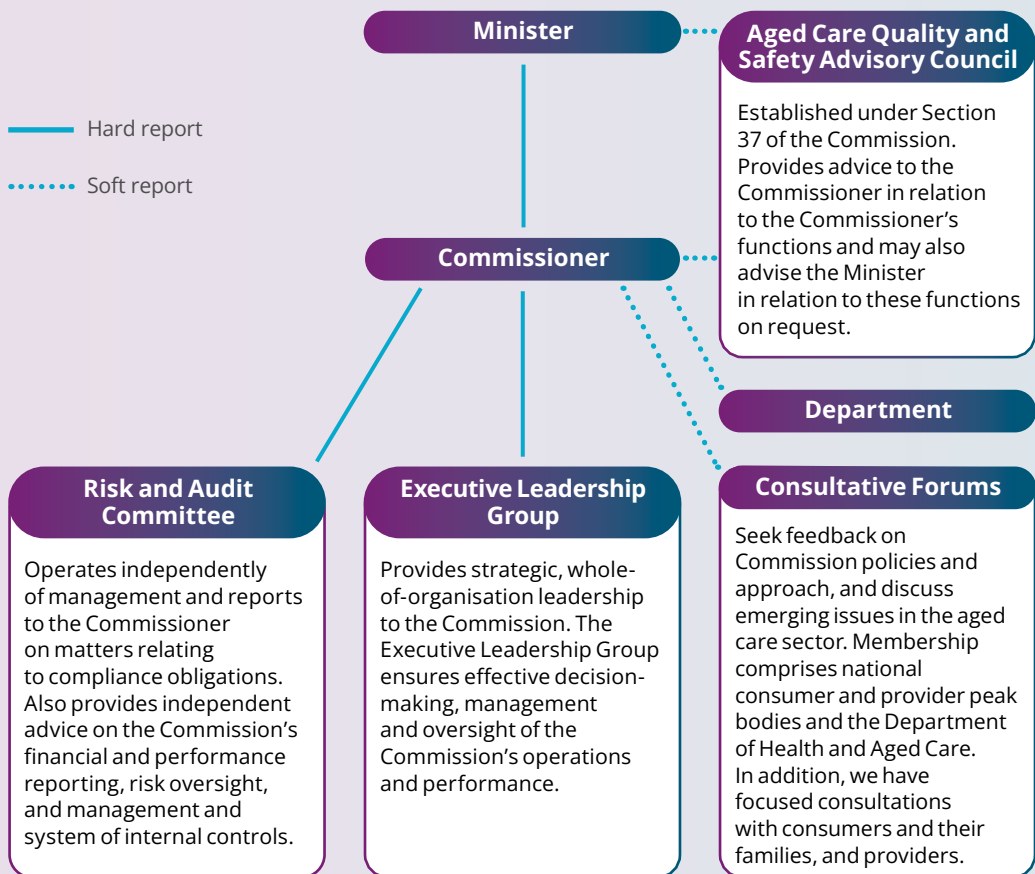
The Commission's corporate governance arrangements play a crucial role in ensuring that the Australian Government's priorities and program objectives are delivered efficiently and effectively, as expected by the community. The Enterprise Governance and Accountability Framework provides the context within which the Commission operates to achieve our objectives; ensure transparent, ethical and accountable evidence-based decision-making; and effectively manage risk and stakeholder relationships.

The Commission is governed by the *Aged Care Quality and Safety Commission Act 2018* (Commission Act). Under this Act, an independent Aged Care Quality and Safety Commissioner reports to the Cabinet Minister for Health and Aged Care through the Minister for Aged Care.

The Commissioner is the organisation's accountable authority and is accountable for all corporate and operational activities as a regulator. The Commissioner has the power to delegate all or any of her functions and powers to a Commission staff member.

In 2024, the Commission made substantial progress towards revising its governance model to support and enable our important work, strengthen integrity and accountability, and promote transparency in planning, operations, decisions, and performance assessment and reporting. Due for phased implementation from September 2024, these governance arrangements will include a revised committee structure that supports efficient and effective decision-making through devolving considerations where appropriate.

Figure 10. Governance structure, 30 June 2024



Executive Leadership Group

The Executive Leadership Group provides strategic, whole-of-organisation leadership to the Commission. It meets weekly and ensures effective decision-making, management and oversight of the Commission's operations and performance.

The Executive Leadership Group is chaired by the Commissioner and at 30 June 2024 comprised:

Janet Anderson PSM, Aged Care Quality and Safety Commissioner

(Chair) – statutory head of the Commission; responsible for the performance of functions set out in the Commission Act.

Louise Macleod, Complaints Commissioner – oversees the Commission's complaint handling function, including transformation of processes in line with the Royal Commission into Aged Care recommendations.

Lisa Peterson PSM, Deputy Commissioner, Sector Capability and Regulatory Strategy – responsible for the development and implementation of the Commission's sector capability strategy, encouraging providers to invest in high-quality services for older Australians.

Mark le Dieu, Deputy Commissioner, Corporate (commenced on 11 June 2024) – oversees the Commission's corporate functions: Finance and Procurement, Digital Services, People and Culture, Governance and Risk, Legal Services, the Reform and Transformation Program Office and Facilities, Fleet and Assets.

Dr Melanie Wroth, Chief Clinical Advisor – responsible for providing high-level clinical advice to Commission staff and assisting providers to access guidance on best-practice clinical care for those in their care.

Michelle Bampton, Executive Director, Intake and Complaints Resolution – responsible for addressing enquiries and managing and resolving concerns and complaints from those receiving aged care, providers and other stakeholders.

Shelley Castree-Croad, Executive Director, Enterprise Governance and Corporate Operations – responsible for the delivery of the following enabling functions: Finance and Procurement, Digital Services, People and Culture, Governance and Risk, Legal Services, the Reform and Transformation Program Office and Facilities, Fleet and Assets.

Loren de Vries, Senior Practitioner, Behaviour Support – responsible for providing clinical expertise and advice on behaviour support and restrictive practices across the Commission and aged care providers; assisting providers to understand their regulatory obligations regarding restrictive practices.

Peter Edwards, Executive Director, Compliance Management – responsible for using regulatory tools with providers at higher risk of or demonstrating non-compliance with quality and safety and/or financial and prudential standards, and/or with financial viability issues, to support compliance behaviour and best practice.

Emma Jobson, Executive Director, Regulatory Strategy and Policy – responsible for establishing and influencing legislation, regulatory reform, policies, procedures, rules and standards; developing tools to assist in providing insights on sector performance (including data analytics); strategic and research partnerships.

Suzi Clark and Alison Brown, Senior Directors, Engagement, Education and Communication – responsible for the delivery of functions related to the Commission’s engagement with people receiving aged care, providers and other stakeholders, including communications, aged care sector education, parliamentary liaison and media.

Anthony Speed, Executive Director, Quality Assessment and Monitoring – responsible for holding providers to account for fulfilling their legal obligations under the Aged Care Quality Standards through accrediting, assessing and monitoring services, and investigating serious incidents.

Ann Wunsch, Executive Director, Approvals and Serious Incident Notifications – responsible for administering the Serious Incident Response Scheme’s assessment function (residential care and home services); assessing provider suitability; processing provider notifications of material changes.

Risk and Audit Committee

In accordance with the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act) the Commission has a Risk and Audit Committee that operates independently of management.

The Committee's function is to report to the Commissioner on matters relating to compliance with obligations under the PGPA Act, any regulations and Finance Minister's Orders, and to provide a forum for communication among the Commissioner, senior managers, internal auditors and the Auditor-General.

The Risk and Audit Committee provides independent advice to the Commissioner on the Commission's financial and performance reporting, risk oversight, and management and system of internal control.

Membership of the Risk and Audit Committee comprises 3 external members. The [Risk and Audit Committee Charter](#) is available on the Commission's website.

Table 7. Membership of the Risk and Audit Committee, 2023–24

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Number of meetings held*	Annual remuneration (\$) (incl. GST)	Additional information
Geoffrey Applebee	<ul style="list-style-type: none"> • FCA, FAICD • Retired senior partner of Ernst & Young and previous registered company auditor • Experienced company director and audit committee chair for companies and agencies in private and public sectors over many years 	8	8	33,701	Chair
Carol Lilley	<ul style="list-style-type: none"> • FCA GAICD • Retired partner of Pricewaterhouse Coopers and previous registered company auditor • Experienced independent company director and audit committee member and chair in Commonwealth and ACT Government and private sector 	8	8	27,665	Deputy Chair

Management and accountability

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Number of meetings held *	Annual remuneration (\$) (incl. GST)	Additional information
Lily Viertmann **	<ul style="list-style-type: none"> • FCPA, GAICD • A permanent SES officer since 2004 in a number of sectors including health, vocational education, environment, defence, industrial relations, treasury and finance and service delivery. • Experience working in agencies with regulatory, policy, program and service delivery functions as well as in departments of state and statutory agencies 	5	8	0 ***	N/A

* Includes briefing sessions and workshops relating to the Commission's operations.

** Excludes travel cost reimbursements of \$578

*** \$0 not applicable, as a representative from another Commonwealth agency.

Integrity

Risk management

The Commission has an integrated approach to risk which is used in every aspect of its operations to inform decision-making and deliver regulatory and strategic objectives.

During 2023–24, the Commission focused on enhancing its risk management framework, as required under the PGPA Act and the Commonwealth Risk Management Policy. During this period, the Commission engaged an independent auditor to provide advice and assistance on risk management principles and is using this information to embed risk management practices consistently throughout its operations.

Risk was managed through monitoring and reporting, as part of the Commission’s business planning and review processes. The Chief Risk Officer provided oversight of risk management and represented risks and issues to the Executive Leadership Group and the Risk and Audit Committee.

All Commission staff were required to undertake mandatory risk management training via e-learning.

Fraud and corruption control

Certification of Commission fraud control arrangements

I, Janet Anderson, certify that the Commission has:

- prepared fraud risk assessments and fraud control plans
- in place appropriate fraud prevention, detection, investigation and reporting mechanisms that meet the specific needs of the Commission
- taken all reasonable measures to appropriately deal with fraud relating to the Commission.

J. M. Anderson

Janet Anderson PSM

Commissioner

4 October 2024

The Commission's Fraud and Corruption Control Plan 2024–26 is designed to prevent, detect and respond to fraud and corruption in accordance with the requirements of Section 10 of the PGPA Rule.

The plan includes a:

- statement of the Commission's policy on, and approach to, fraud and corruption risks based on a fraud and corruption risk assessment
- description of fraud and corruption control ownership, control effectiveness and treatment strategies
- direction for fraud and corruption control, fraud response and fraud awareness
- description of fraud and corruption reporting obligations within and external to the Commission.

The Commission's fraud and corruption control strategy encompasses staff training in minimising the risk of fraud and corruption from both internal and external threats. Fraud awareness and security training is provided to staff.

Internal audit and assurance

The Commission conducts internal audits to provide independent assurance that systems of internal control and risk management are operating in an efficient, effective, economical and ethical manner. These audits strengthen accountability and promote a culture of performance, risk management and continuous improvement.

Each year, the Commission develops an internal audit plan – in consultation with the Commissioner, Executive Leadership Group, and Risk and Audit Committee – that reflects strategic priorities and the risk profile.

Management and accountability

The Commission engages professional service firms to conduct internal audits. The internal auditors undertake reviews of systems and operations to ensure that they are in place and working efficiently and effectively to satisfy the compliance requirements of the PGPA Act and associated regulations. The internal auditors report their findings and recommendations to the Risk and Audit Committee and provide internal advice and assurance to the Commissioner.

Internal audits were completed on:

- 2022–23 Annual Performance Statements
- Enterprise Risk Management Framework
- Post Implementation of the Technology One Business Solution
- Quality Assurance Framework
- Review of the Reform and Transform Program Office (RTPO)
- Privacy (compliance with the Aust. Privacy Principles)
- Implementation of the Front Door Project.

Internal audits were commenced on:

- 2023–24 Annual Performance Statements
- Review of the operations of the Serious Incident Response Scheme function
- Review of Information, Data, and Records Management
- Integrity Framework Maturity Assessment
- Procurement Processes and Practices.

Privacy

The Commission's personal information-handling practices comply with the requirements set out in the *Privacy Act 1988* and the Australian Privacy Principles. The Commission collects, holds, uses and discloses personal information to carry out its functions under the Commission Act, including:

- determining applications for approval of providers of aged care, ensuring compliance with their responsibilities and imposing sanctions for non-compliance
- handling reportable incident notifications under the Serious Incident Response Scheme
- dealing with complaints made or information given to the Commission about an aged care provider's responsibilities under the Aged Care Act or funding agreement
- regulating and monitoring the provision of aged care services
- providing information and education about the functions of the Commission
- taking action in relation to compliance with the Code of Conduct for Aged Care.

Details of how we handle the personal and/or sensitive information we hold can be found in the Privacy Policy, published on our website. In May 2024, the Commission took part in Privacy Awareness Week, undertaking internal communications to raise privacy awareness across the organisation. During the reporting period, staff were required to complete a module on privacy as part of the Commission's suite of mandatory training.

Freedom of information

The *Freedom of Information Act 1988* (the FOI Act) grants people the right to access government-held information, unless it is exempt (for example, documents relating to national security or containing material obtained in confidence). The Commission complies with the legislative requirements set out in the FOI Act.

In 2023–24, a total of 110 freedom of information applications were received by the Commission. Twelve requests were carried over from the previous reporting period. Of these, 100 requests were finalised during 2023–24, a further 15 were withdrawn and one was transferred in whole to another agency. Ten requests were carried over to the next reporting period.

Of the 84 decisions made, the Commission granted the applicant partial or full access to the documents sought in 62 cases; 22 requests were refused in full. Where access was partially or fully refused, FOI Act exemptions relating to the extent of protected information (Section 38[1]) and deliberative processes involved in the functions of the Commission (Section 47C[1]) were applied.

A total 61 of the 100 requests were processed within the applicable statutory timeframe; the remaining 39 were extended in accordance with the FOI Act.

Information Publication Scheme

Agencies subject to the FOI Act are required to publish information as part of the Information Publication Scheme. This requirement is in Part 11 of the FOI Act and has replaced the former requirement to publish a Section 8 statement in annual reports. Each agency must display on its website a plan showing what information it publishes in accordance with the Information Publication Scheme requirements. We have published the [Information Publication Scheme](#) plan on our website.

Public interest disclosure

The Commission complies with the legislative requirements set out in the *Public Interest Disclosure Act 2013* (the PID Act). This Act serves to facilitate the disclosure and investigation of wrongdoing and maladministration within the Commonwealth public sector and promote the integrity and accountability of agencies and public officials. The Act provides protections for disclosers and reporting obligations for the Commission. A disclosure must be made to an appropriate person in order to gain the protections available under the PID Act.

Complaints management

Complaints about the Commission

We encourage and welcome feedback about our services. Feedback allows us to address any concerns raised by our stakeholders and to improve the way we work in the future. Feedback about the Commission's services is analysed to identify process improvement opportunities and to inform our learning and development programs.

Anyone can raise a service complaint with us. Service complaints can range in seriousness and cover a range of topics. They can relate to, for example, delay, rudeness, poor communication or the way the Commission conducts its business. Service complaints about us are dealt with fairly and promptly. When we receive a service complaint, we respond with information that may include:

- an outline of our complaints process
- expected timeframes
- the progress of your service complaint and reasons for any delay
- your involvement in the process
- the possible or likely outcome.

Management and accountability

The Commission advises the complainant as soon as possible if we are unable to deal with any part of the complaint and will provide advice about where such concerns may be directed.

The Commission is developing a new integrated Service Delivery, Integrity and Employee (SDIE) Complaints Policy and Framework, aimed at formalising a refreshed consistent approach to managing these complaints, concerns and feedback. In 2024–25, the Commission will implement a user-centred, simple to access and easy to use feedback process that supports early resolution of concerns through clear process guidance and staff training.

The new Framework will cover 3 types of complaints: service delivery, integrity and employee complaints, concerns and feedback.

Service delivery complaints (internal and external) will include:

- complaints about Commission service delivery (including service timeliness, quality assessor conduct), administrative actions, operational processes, policies and procedures.
- reviews of administrative actions.

Integrity concerns and complaints (arising from internal and external sources) relate to matters of Commission staff honesty and appropriate use of Commission and Commonwealth resources. Integrity complaints include integrity, fraud, corruption, Public Interest Disclosure (PID), serious misconduct and security investigations. The handling of Public Interest Disclosure is subject to specific obligations and processes under the *Public Interest Disclosures Act 2013* (Cth).

Employee concerns and complaints (internal, or referred external complaints) include:

- complaints about staff, including:
 - behaviour, including bullying, harassment, sexual harassment, and discrimination
 - misconduct
 - management of employees (for example, management decisions, micromanagement)
- reviews of APS reviewable actions under the *Public Service Act 1999* (Cth), s. 33.

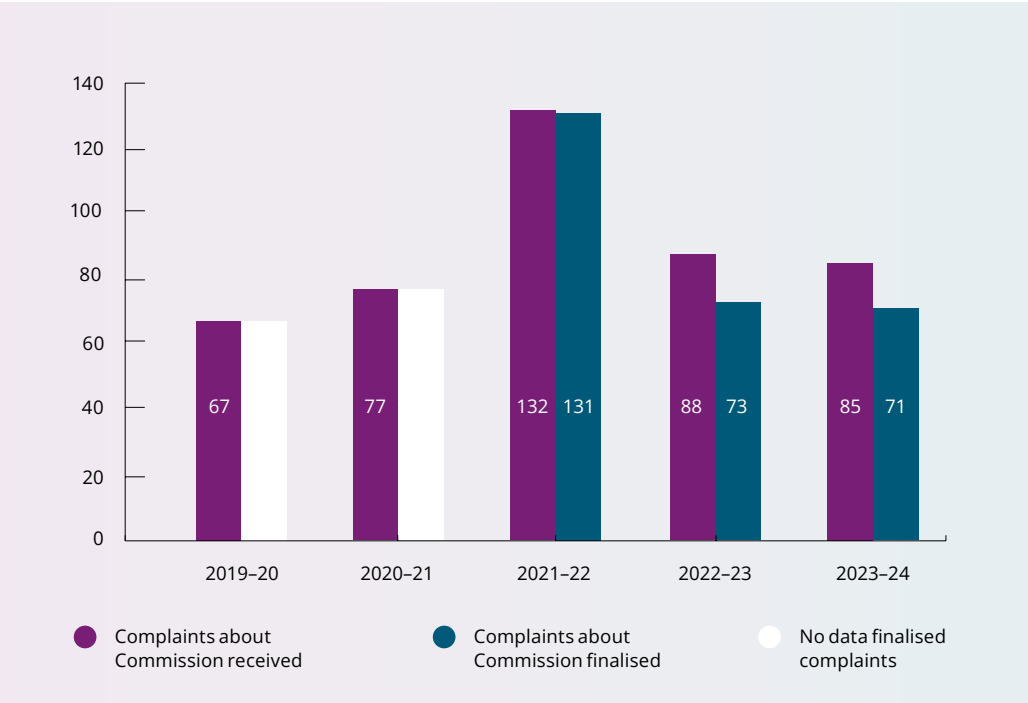
The Commission received 85 complaints about our service during 2023–24, a decrease of 3% over the previous year (88). Of these, 71 matters were closed within the reporting period.

These complaints related to Commission functions including quality assessment and monitoring, complaints handling and resolution, regulatory policy and intelligence, serious incidents and corporate.

A 5-year comparative trend of complaints about the Commission received between 2019–24 is provided in Figure 11. Data on finalised complaints is provided from the 2021–22 reporting period.

Management and accountability

Figure 11. Complaints about the Commission received, 2019-20 to 2023-24



Reviews and reconsiderations of decisions

Reviewable decisions under the Commission Act and Rules

As the national regulator of the aged care sector, the Commission is empowered to make decisions to protect and enhance the safety, health, wellbeing and quality of life of aged care recipients. Requests can be made for the Commissioner to reconsider reviewable decisions under the Commission Act and Rules. In such cases, the decision-maker reconsiders the original decision on its merits based on administrative law principles.

Reconsideration of a complaint decision

If a complainant is not satisfied with a decision, they have a right to seek a reconsideration of the decision. Providers who are the subject of a complaint may also seek reconsideration. In this process, the Commission undertakes an initial review of the complaint and either affirms the original decision or sets the decision aside in order to undertake a new complaint resolution process. During 2023–24:

- the Commission received 168 requests for a reconsideration of a complaint decision
- a total of 191 reviews and 24 new resolution processes were finalised, including requests carried over from previous reporting periods
- a total of 142 original decisions were affirmed, 25 original decisions were set aside in order to undertake a new resolution process and 24 reviews were withdrawn
- 2 new resolution processes that commenced as a result of the original decision being set aside were not finalised in this reporting period.

Reconsideration of an accreditation decision

A provider may request a reconsideration of certain accreditation decisions made by the Commission. These include a decision:

- not to accredit a commencing service
- not to reaccredit a recommencing service
- not to reaccredit a residential service
- to determine the further period for which a residential service is to be accredited
- to revoke the accreditation of an accredited service following a reaccreditation site audit or review audit
- to vary the period of accreditation of an accredited service following a review audit.

The Commission reconsidered 2 accreditation decisions during the reporting period. During the same period a total of 3 were finalised, 2 decisions were affirmed and one decision set aside (figures include requests carried over from 2022–23 reporting periods).

Reconsideration of a compliance decision

A provider may request a reconsideration of certain compliance decisions made by the Commission. These include a decision:

- to revoke the approval of an approved provider
- to revoke the approval of a person or body as a provider of aged care
- to impose a sanction on a person or body
- not to lift a sanction imposed on an approved provider
- to give a compliance notice to an approved provider.

The Commission reconsidered 2 compliance decisions during the reporting period. Both were affirmed.

Reconsideration of a banning order decision

An affected individual may request reconsideration of certain banning order decisions made by the Commission. These include a decision:

- to make a banning order against an individual
- to vary a banning order made against an individual
- not to vary or revoke a banning order made against an individual
- not to vary or revoke a condition to which a banning order against an individual is subject
- to specify one or more new conditions to which a banning order against an individual is subject.

The Commission received 11 applications to reconsider a banning order issued by the Commission to an individual during the reporting period.

During the same period, a total of 7 were finalised, 2 decisions were affirmed, 2 decisions varied, one decision set aside and 2 requests were invalid. The finalised figures include requests carried over from previous reporting periods.

At 30 June 2024, 3 applications received in 2023–24 had not been finalised.

Reconsideration of an application for approved provider status

The Commission received 21 applications to reconsider a decision not to approve an application for approved provider status. A total of 15 original decisions were affirmed including requests carried over from 2022–23.

At 30 June 2024, the remaining 2 applications had not been finalised.

A total of 19 original decisions were affirmed, including requests carried over from 2022–23.

External scrutiny

Office of the Australian Information Commissioner

Freedom of Information

The Office of the Australian Information Commissioner (OAIC) commenced 5 Freedom of Information review applications. The Aged Care Quality and Safety Commission carried over 12 review applications from the previous financial year (2023–24). At 30 June 2024, 4 OAIC review applications were finalised. The Commission is awaiting the outcome of the remaining applications.

Privacy

The Office of the Australian Information Commissioner initiated one privacy complaint. As at 30 June 2024, this matter was resolved.

Commonwealth Ombudsman

The Commonwealth Ombudsman commenced one investigation into how the Commission handled a complaint it received about an approved provider. The Commonwealth Ombudsman also made 10 preliminary inquiries into how the Commission handled 10 complaints about providers.

The Commission provided information in response to all 11 matters and was subsequently advised by the Ombudsman that no further action was required in relation to 8 of these cases. At 30 June 2024, the Commission was awaiting notification of the outcome of the remaining 3 cases. The Commission has since been advised that one case has progressed to an investigation (outside of this reporting period).

Parliamentary accountability

The Commission appears before parliamentary committees to answer questions about our role and functions. In 2023–24, the Commissioner appeared before the Community Affairs Legislation Committee for:

- Supplementary Estimates 2023–24 (October 2023)
- Additional Estimates 2023–24 (February 2024)
- Budget Estimates 2024–25 (June 2024).

Judicial and administrative review

The Commission was involved in 14 matters in the Administrative Appeals Tribunal. Nine were closed in the 2023–24 Financial year before the Federal Court, with 3 being carried over to the 2024–25 Financial Year.

Fair Work Commission

The Commission was involved in one matter before the Fair Work Commission in 2023–24.

Coronial inquiries

The Commission has been assisting with Coronial inquiries. This includes responding to general inquiries and assisting with active investigations and potential inquests. Matters include an inquest into COVID-19 related deaths at Newmarch House, which is being carried forward into the 2024–25 Financial Year, and also the inquest into deaths of residents of St Basil's Home for Aged care in Victoria following a COVID-19 outbreak.

Management of human resources

Guided by the Commission's People Strategy 2024–26, the Commission continued to build a well-supported, highly capable, and diverse workforce that works together effectively. The Commission has focused on supporting staff through organisational and sector change, fostering our workplace culture, and attracting, developing and retaining talented staff. We have significantly increased our workforce size by engaging ongoing and non-ongoing staff, while also reducing the use of contractors.

Attraction and recruitment

Recruitment

The Commission engaged 507 APS staff in 2023–24. Applicants were assessed on their demonstrated ability, skills, knowledge, experience and qualifications to perform the role. This is in line with the APS Work Level Standards.

The Commission undertook 4 quality assessor recruitment rounds and 3 complaints officer recruitment rounds. As a result, 40 quality assessors and 61 complaints officers were engaged as ongoing APS employees. The Commission also engaged 13 compliance officers.

Salary and conditions

The Commission's new Enterprise Agreement 2024–27 came into effect in April 2024, following comprehensive good-faith bargaining with staff and their representatives. The agreement outlines the classification structures, salaries and employment conditions for Commission employees. A number of improved employment conditions are incorporated, which include:

- increased allowances
- additional leave entitlements
- greater flexible working arrangements.

The Commission does not provide performance-based payments to its employees, but does offer non-salary benefits such as car parking and airline lounge memberships to a limited number of staff.

On 14 March 2024, a 4% increase was applied to the pay scale salaries in the Enterprise Agreement 2019–22. A 4% increase was also applied to SES salaries in March 2024. These increases were applied in accordance with guidance and direction from the Australian Public Service Commission.

The opportunity for employees' salary advancement under the Enterprise Agreement 2024–27 occurred in August 2024.

Table 8. Australian Public Service Act employment salary ranges by classification level, 30 June 2024

	Minimum salary (\$)	Maximum salary (\$)
SES 2	247,634	306,594
SES 1	191,032	235,842
EL 2	136,307	161,381
EL 1	114,247	130,300
APS 6	92,970	104,883
APS 5	83,048	89,813
APS 4	77,481	81,869
APS 3	68,388	75,804
APS 2	59,178	64,580
APS 1	52,037	56,868
Legal 2	154,616	167,031
Legal 1	80,671	141,377

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	Minimum salary (\$)	Maximum salary (\$)
Medical Officer Class 4	176,114	193,850
Medical Officer Class 3	161,494	169,086
Medical Officer Class 2	144,432	152,180
Medical Officer Class 1	102,552	131,986
Senior Public Affairs 2	161,314	167,837
Senior Public Affairs 1	153,634	153,634
Public Affairs 3	125,178	140,073
Public Affairs 2	92,970	104,991
Public Affairs 1	77,482	89,813
Senior Quality Surveyor	93,169	105,068
Quality Surveyor	83,281	90,026
Minimum/maximum range	52,037	306,594

Table 9. Australian Public Service Act employment arrangements, 30 June 2024

	SES	Non-SES	Total
Individual Flexibility Agreement	0	23	23
Determination	10	1	11
Enterprise Agreement	0	1,462	1,462

Work health and safety

The Commission is committed to providing and maintaining a safe and healthy workplace in accordance with its responsibilities under the *Safety, Rehabilitation and Compensation Act 1988*, *Work Health and Safety Act 2011*, and *Work Health and Safety Regulations 2011*. Actions and initiatives in place as part of this commitment include:

- an early intervention approach, which involves supporting staff to return to work after an illness or injury through rehabilitation assessment, return to work plans, flexible working arrangements and workplace adjustments
- an Employee Assistance Program available for all staff members and their families – in 2023–24 staff used an average of 52 hours of counselling per month; further Employee Assistance Program services included manager support sessions, wellbeing check-ins, mediation, on-site support, professional supervision and learning programs
- a Wellbeing Plan to deliver practical initiatives and support to reduce psychological and physical risks in the workplace and maintain the health and wellbeing of staff; includes monthly health and wellbeing information sessions, participation in community-based health and wellbeing activities and self-service resources in Wellbeing Corner on the Commission's intranet
- 125 staff trained as Workplace Contact Officers engaged across the Commission, undertaking the roles of First Aid Officer, Emergency Warden, Health and Safety Representative, and Harassment Contact Officer
- Work Health and Safety Committee engagement on health and safety matters, facilitating cooperation between staff and management representatives to improve their psychological and physical safety
- free annual influenza and COVID-19 vaccinations offered to all staff, with vaccination mandatory for field-based staff
- no notifiable incidents arising from the conduct or undertakings of the Commission.

The Commonwealth Child Safe Framework

The Commonwealth Child Safe Framework sets the minimum standards for creating and maintaining a child safe culture and practice in Australian Government entities.

The Commission is committed to keeping children safe and to promoting and maintaining a culture that does not permit or tolerate child abuse, neglect or exploitation.

As required by the Commonwealth Child Safe Framework, our 2022–23 Statement of Compliance was published on the Commission's website by 31 October 2023. This statement outlines the Commission's commitment to child safety through the Commonwealth Child Safe Framework.

Staff engagement

Engagement with staff continued to be an important focus for the Commission, with new ways of informing, consulting and engaging. This is reflected in Commission's Enterprise Agreement 2024–27 which includes enhanced commitments to genuine and effective consultation with employees and union(s).

The Commissioner and senior leaders have travelled to Commission offices across Australia to meet staff in person to discuss current priorities, including aged care sector reforms. Fortnightly 'Catching up with the Commissioner' online session and monthly all staff webinars also provided opportunities for staff to hear directly from leaders.

The Commission used the APS Employee Census, pulse surveys, consultation sessions and focus groups to seek staff views on a range of employment matters. APS Employee Census results and the ACQSC Census Action Plan were published on the Commission's intranet.

The Commission's Staff Participation Forum provided a means for consulting with employees about workplace policies and matters of significance to the whole of the Commission

Annual staff acknowledgement awards were held in December 2023. There were high levels of engagement with this online event; 183 nominations received and 19 winners awarded. Staff with more than 10 years' service in the APS are acknowledged bi-annually.

Capability development

The Commission continued to support our staff to develop their capabilities in 2023–24. We have applied the APS Continuous Learning Model to ensure staff have opportunities to learn through work, resources, people and courses. Key features of our approach included:

- a new People Capability Framework that drives consistency across role statements, performance management approaches and development opportunities
- updates to our LearnHub learning management, including 91 new learning programs and continued provision of 11 modules of mandatory APS training
- facilitation of 104 face-to-face role-based learning programs
- a new Manager's Essentials virtual learning program for recently hired or emerging managers
- continuation of our Lifting Leadership program; hosting 32 sessions with 822 learners from the APS6 to EL2 cohort
- delivery of the Quality Assessor Training Program to 80 staff; successful completion is an essential requirement to become a registered quality assessor
- provision of Study Assistance; 29 staff accessed this support, with 123 study leave days approved and \$14,714 of fees paid.

Diversity

The Commission values the thoughts, contributions, and views of people from diverse backgrounds and lived experiences and maintains an inclusive and respectful workplace culture. Achievement of the Commission's purpose requires a workforce that reflects and understands the diverse Australian aged care community.

The Commission's inaugural Diversity and Inclusion Strategy was launched in 2023–24, drawing together existing and new initiatives. Key achievements to date include:

- new staff diversity networks established to support for LGBTIQ+, neurodiversity, disability and culturally and linguistically diverse cohorts
- new Enterprise Agreement provisions that enable staff to substitute public holidays for culturally significant days
- preferred gender pronouns introduced in communications and signature blocks
- evaluation of learning and communications products to enhance suitability for diverse audiences
- a range of diversity and inclusion e-learning modules, with 100% of Commission staff completing one or more topics
- regular diversity celebrations, including Reconciliation Week, NAIDOC Week and Harmony Week.

Aboriginal and Torres Strait Islander staff

The Commission is committed to improving outcomes for Aboriginal and Torres Strait Islander peoples both within and outside of the Commission.

Commission staff can nominate as being of either Aboriginal or Torres Strait Islander origin at their commencement or at any stage of their employment. The Commission has 33 staff members or 2.2% who identify as being of Aboriginal or Torres Strait Islander origin.

The Commission aims to increase this to 5.0% by promoting targeted entry pathways into the organisation and investing in capability and career development of these staff members. During 2023–24 we:

- developed an inaugural Aboriginal and Torres Strait Islander Recruitment, Retention and Development Strategy
- promoted recruitment opportunities via Koori Mail, Indigenous National Times, First Nations Recruitment and First People Recruitment Solutions
- undertook merit-based recruitment processes to fill 7 Affirmative Measure positions across the Commission; an additional 9 candidates were placed on the Affirmative Measure merit pool
- participated in the Indigenous Australian Program (IAP) and identified an additional 7 roles within the Commission, which provides participants with the opportunity for ongoing permanent employment in the Commission as well as the opportunity to study and obtain a diploma qualification
- recruited an Indigenous Liaison Officer to support the IAP apprentices
- implemented the 'Innovate' Reconciliation Action Plan that sets out the Commission's commitment to specific reconciliation activities
- engaged with the Indigenous Staff Network and Friends of the Indigenous Staff Network to raise awareness of issues relating to Aboriginal and Torres Strait Islander peoples and provide a forum for staff support and engagement
- renamed meeting rooms with names significant to Aboriginal and Torres Strait Islander peoples or places
- specified Aboriginal and Torres Strait Islander cultural capabilities and development requirements for all Commission staff, as part of our People Capability Framework.

Table 10. Australian Public Service Act Indigenous employment, 30 June 2024

	Total
Ongoing	30
Non-ongoing	3
Total	33

Reporting on disability

Australia’s Disability Strategy 2021–31 is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure that the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia’s policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the strategy.

A range of reports on progress of the strategy’s actions and outcome areas will be published and available at disabilitygateway.gov.au/ads.

Disability reporting is included in the Australian Public Service Commission’s State of the Service reports and the APS Statistical Bulletin. These reports are available at apsc.gov.au.

Workforce statistics

At 30 June 2024, the Commission's workforce headcount consisted of 1,473 APS staff and 158 contracted staff, comprising 9.6% of the total APS workforce. Of the 1,473 APS staff:

- 90.4% were full-time
- 86.6% were ongoing
- 15.0% were quality assessors
- 15.0% were complaints officers.

A total of 376 employees held executive level roles, ranging from Executive Level (EL) 1 to Senior Executive Service (SES) Band 2.

There were 208 ongoing and non-ongoing APS employees who separated from the Commission during the reporting period, of whom 139 were ongoing and 69 were non-ongoing. Of the 208 separated employees:

- 164 were APS levels 3–6
- 43 were EL
- 1 was SES.

Management and accountability

Table 11. All ongoing employees by location and gender, 30 June 2024

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	71	5	76	197	18	215	0	0	0	0	0	0	0	0	0	291
QLD	76	3	79	186	24	210	0	0	0	0	0	0	0	0	0	289
SA	43	1	44	101	22	123	0	0	0	0	0	0	0	0	0	167
TAS	28	2	30	61	7	68	0	0	0	0	0	0	0	0	0	98
VIC	62	1	63	124	20	144	1	0	1	0	0	0	0	0	0	208
WA	22	1	23	53	7	60	0	0	0	0	0	0	0	0	0	83
ACT	41	1	42	72	17	89	0	0	0	0	0	0	0	0	0	131
NT	3	0	3	4	1	5	0	0	0	0	0	0	0	0	0	8
External territories*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	346	14	360	798	116	914	1	0	1	0	0	0	0	0	0	1,275

* Australian territories that are external to Australian borders, for example, Norfolk Island and Australian Antarctic Territory.

Table 12. Australian Public Service Act non-ongoing employees by location and gender, 30 June 2024

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	10	0	10	16	1	17	0	0	0	0	0	0	0	0	0	27
QLD	33	0	33	37	3	40	0	0	0	0	0	0	0	0	0	73
SA	8	0	8	16	2	18	1	0	1	0	0	0	0	0	0	27
TAS	3	0	3	7	0	7	0	0	0	0	0	0	0	0	0	10
VIC	12	0	12	33	4	37	0	0	0	0	0	0	0	0	0	49
WA	0	0	0	2	1	3	0	0	0	0	0	0	0	0	0	3
ACT	1	0	1	6	1	7	0	0	0	0	0	0	0	0	0	8
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External territories*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	67	0	67	117	12	129	1	0	1	0	0	0	0	0	0	197

* Australian territories that are external to Australian borders, for example, Norfolk Island and Australian Antarctic Territory.

Management and accountability

Table 13. Australian Public Service Act ongoing employees by classification and gender, 30 June 2024

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
SES 1	2	0	2	6	0	6	0	0	0	0	0	0	0	0	0	8
EL 2	30	0	30	40	3	43	0	0	0	0	0	0	0	0	0	73
EL 1	77	4	81	157	27	184	0	0	0	0	0	0	0	0	0	265
APS 6	186	7	193	455	62	517	1	0	1	0	0	0	0	0	0	711
APS 5	37	2	39	95	19	114	1	0	1	0	0	0	0	0	0	154
APS 4	13	0	13	43	4	47	0	0	0	0	0	0	0	0	0	60
APS 3	0	1	1	1	1	2	0	0	0	0	0	0	0	0	0	3
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	346	14	360	798	116	914	2	0	2	0	0	0	0	0	0	1,276

* Includes quality surveyor, senior quality surveyor, legal and medical officer.

Table 14. Australian Public Service Act non-ongoing employees by classification and gender, 30 June 2024

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
EL 2	1	0	1	7	0	7	0	0	0	0	0	0	0	0	0	8
EL 1	9	0	9	8	2	10	0	0	0	0	0	0	0	0	0	19
APS 6	18	0	18	36	5	41	1	0	1	0	0	0	0	0	0	60
APS 5	13	0	13	25	1	26	0	0	0	0	0	0	0	0	0	39
APS 4	26	0	26	41	3	44	0	0	0	0	0	0	0	0	0	70
APS 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	67	0	67	117	12	129	1	0	1	0	0	0	0	0	0	197

* Includes quality surveyor, senior quality surveyor, legal and medical officer.

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Table 15. Australian Public Service Act employees by classification and employment type, 30 June 2024

	Ongoing			Non-ongoing			Total
	Full time	Part time	Total	Full time	Part time	Total	
SES 3	0	0	0	0	0	0	0
SES 2	2	0	2	0	0	0	2
SES 1	8	0	8	0	1	1	9
EL 2	70	3	73	8	0	8	81
EL 1	234	31	265	17	2	19	284
APS 6	642	69	711	55	5	60	771
APS 5	133	21	154	38	1	39	193
APS 4	56	4	60	67	3	70	130
APS 3	1	2	3	0	0	0	3
APS 2	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0
Other*	0	0	0	0	0	0	0
Total	1,146	130	1,276	185	12	197	1,473

* Includes quality surveyor, senior quality surveyor, legal and medical officer.

Table 16. Australian Public Service Act employees by location and employment type, 30 June 2024

	Ongoing	Non-ongoing	Total
NSW	292	27	319
QLD	289	73	362
SA	167	27	194
TAS	98	10	108
VIC	208	49	257
WA	83	3	86
ACT	131	8	139
NT	8	0	8
External territories*	0	0	0
Overseas	0	0	0
Total	1,276	197	1,473

* Australian territories that are external to Australian borders, for example, Norfolk Island and Australian Antarctic Territory.

Executive remuneration

The categories of officials covered by the disclosure are:

- key management personnel
- senior executives
- other highly paid staff, whose total remuneration exceeds the threshold remuneration amount for the reporting period.

Policies and practices

Under Section 24 of the Commission Act, the Minister appoints the Commissioner. The terms and conditions of this appointment are determined in accordance with the Remuneration Tribunal Amendment Determination (No. 4) 2018.

Senior executives (SES employees) are employed under Section 22 of the *Public Service Act 1999*. Remuneration of SES employees is determined by the Commissioner in accordance with the Commission's SES Employees' Remuneration, Conditions and Performance Policy and the Australian Public Service (APS) Executive Remuneration Policy. Their terms and conditions of employment are provided through a Section 24(1) determination under the Public Service Act.

The Section 24(1) determination includes:

- annual salary
- superannuation arrangements
- provision for parking of the employee's vehicle
- leave, official travel and other entitlements in accordance with the Commission's applicable policies and guidelines
- flexible working arrangements (where applicable).

Other highly paid staff are remunerated under the terms and conditions of the Commission's Enterprise Agreement 2024–27, which may be varied by an Individual Flexibility Arrangement as per the provisions of Schedule 2.2 of the Fair Work Regulations 2009, if approved by the Commissioner. An Individual Flexibility Arrangement needs to meet the genuine needs of the Commission and the employee, is mutually agreed, and is based on capability, experience and qualifications of the employee.

Basis of determining remuneration

The Commissioner determines remuneration individually for each SES employee under the Commission's Section 24(1) determination, considering the APS Executive Remuneration Management Policy and other guidance provided by the Australian Public Service Commission.

The SES employees' Remuneration, Conditions and Performance Policy does not allow for any bonus component related to performance. Progression to a higher salary is based on an annual performance assessment conducted in July under the Performance Development Scheme in place for all SES employees. Salary progression is not automatic.

Tables 17 and 18 provide disaggregated information related to Commission executive remuneration for 2023–24.

Key management personnel

Key management personnel are those people with authority and responsibility for planning, directing and controlling the activities of the Commission, directly or indirectly, including any director of the Commission (executive or otherwise). The Commission has determined the key management personnel to be the Commissioner and the Executive Leadership Group, comprising SES employees and those acting for a significant period.

Management and accountability

Table 17. Remuneration for key management personnel, 2023–24 (\$)

Name and position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
	Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Janet Anderson Commissioner	479,874	0	0	64,732	9,759	0	0	554,365
Lisa Peterson Deputy Commissioner	277,168	0	4,866	52,545	13,512	0	0	348,091
Mark le Dieu Deputy Commissioner	15,214	0	514	3,645	0	0	0	19,373
Dr Melanie Wroth Chief Clinical Advisor	229,442	0	31,780	37,584	5,395	0	0	304,201
Louise Macleod Complaints Commissioner	268,448	0	4,230	45,750	5,684	0	0	324,112
Ann Wunsch Executive Director	243,895	0	8,259	35,949	8,406	0	0	296,509
Tara Pamula Executive Director	159,080	0	3,877	28,913	5,643	0	0	197,513
Shelley Castree-Croad Executive Director	242,801	0	8,259	37,687	6,869	0	0	295,616
Peter Edwards Executive Director	253,695	0	5,697	37,686	10,215	0	0	307,293
Michelle Bampton Executive Director	219,019	0	6,313	33,849	8,733	0	0	267,914
Anthony Speed Executive Director	237,780	0	3,668	40,613	11,558	0	0	293,619
Emma Jobson Executive Director	243,969	0	8,259	42,387	10,354	0	0	304,969
Pam Christie Executive Director	117,576	0	4,077	19,485	2,895	0	0	144,033
Loren de Vries Senior Practitioner	223,059	0	8,259	32,414	5,283	0	0	269,015
Shaun Rohrlach Acting Executive Director	36,993	0	0	5,073	866	0	0	42,932
Suzi Clark Acting Executive Director	27,133	0	0	3,615	679	0	0	31,427
Total	3,275,146	0	98,058	521,927	105,851	0	0	4,000,982

Name	Position	Term as KMP
Shaun Rohrlach	Acting Executive Director	Seconded 11 December 2023 to 25 January 2024
Suzi Clark	Acting Executive Director	Seconded 11 September 2023 to 27 October 2023
Tara Pamula	Executive Director	Left the Commission 18 March 2024
Pam Christie	Executive Director	Left the Commission 18 April 2024
Mark le Dieu	Deputy Commissioner	Commenced 11 June 2024

Management and accountability

Table 18. Remuneration for Senior Executive Service staff, 2023–24 (\$)

Total remuneration on bands	Number of SES	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary (\$)	Average bonuses (\$)	Average other benefits and allowances (\$)	Average super-annuation contributions (\$)	Average long service leave (\$)	Average other long-term benefits (\$)	Average termination benefits (\$)	Average total remuneration (\$)
\$0-\$220,000	3	97,290	0	2,823	17,348	2,846	0	0	120,307
\$245,001-\$270,000	2	221,039	0	7,286	33,132	7,008	0	0	268,465
\$270,001-\$295,000	1	237,780	0	3,668	40,613	11,558	0	0	293,619
\$295,001-\$320,000	5	242,760	0	12,451	38,259	8,248	0	0	301,718
\$320,001-\$345,000	1	268,448	0	4,230	45,750	5,684	0	0	324,112
\$345,001-\$370,000	1	277,168	0	4,866	52,545	13,512	0	0	348,091

Table 19. Remuneration for other highly paid staff, 30 June 2024 (\$)

There are no other highly paid staff within the Commission.

Notes:

1. Table 18 excludes the Commissioner and personnel acting for short-term periods in Senior Executive Service positions.
2. Minor differences between data in Table 18 and the Annual Financial Statements are due to rounding.

Asset management

The Commission's reportable non-financial asset value is \$45.7m as at 30 June 2024. Commission assets include leases (right-of-use assets), plant and equipment, purchased computer software and computer equipment. The Commission outsources the property management of 10 staff office locations across Australia in support of ensuring a nationwide presence in the regulation of aged care services.

Purchasing

The Commission's approach to its procurement activities is consistent with the principles of the PGPA Act and related regulations, including the Commonwealth Procurement Rules (CPRs) and relevant internal policies. Through its Accountable Authority Instructions and supporting procurement operational guidance, the Commission has appropriate controls in place to ensure procurement activities are effective, efficient, economical and ethical, with due regard to financial and non-financial costs and benefits.

The CPRs encourage competition, value for money, transparency and accountability, as well as the efficient, effective, ethical and economical use of Commonwealth resources. This includes compliance with relevant legislation including the *Modern Slavery Act 2018*.

The Commission is subject to internal and external (Australian National Audit Office) compliance audits in line with Commonwealth procurement requirements. The Commission proactively responds to audit recommendations, and routinely monitors its procurement performance against the Commonwealth Procurement Rules to ensure continuous business improvement.

Consultancy contracts

Decisions to engage consultants were made in accordance with the PGPA Act and related regulations including the CPRs and relevant internal policies.

The Commission engages consultants when it requires specialist expertise or when independent research, review or assessment is required. Providers of professional services are chosen after considering the skills and resources required for the task, internal capacity and the cost effectiveness of contracting an external service provider. The Commission selects consultants via panel arrangements or open approaches to market.

During the reporting period, 54 new reportable consultancy contracts were entered into, involving total actual expenditure of \$16.0m. In addition, 29 ongoing reportable consultancy contracts were active during the reporting period, involving a total actual expenditure of \$8.7m (Table 20).

A total of 423 new reportable non-consultancy contracts were entered into, involving total actual expenditure of \$45.5m. In addition, 166 ongoing reportable non-consultancy contracts were active during the reporting period, involving a total actual expenditure of \$35.2m (Table 21).

The main categories under which consultants were engaged were:

- Management services
- Other professional services, including legal, risk, and strategic planning.

Details of the organisations receiving a share of consultancy and non-consultancy contract expenditure are at Tables 22 and 23.

Annual reports contain information about actual expenditure on reportable and non-reportable consultancy contracts. Information on the value of reportable and non-reportable consultancy contracts is available on the [AusTender website](#).

Table 20. Number of, and expenditure on, reportable consultancy contracts, 2023–24

	Number	Expenditure (\$ (incl. GST))
New contracts entered into during the reporting period	54	16,038,056
Ongoing contracts entered into during a previous reporting period	29	8,677,736
Total	83	24,715,792

Table 21. Number of, and expenditure on, reportable non-consultancy contracts, 2023–24

	Number	Expenditure (\$ (incl. GST))
New contracts entered into during the reporting period	423	45,534,590
Ongoing contracts entered into during a previous reporting period	166	35,230,193
Total	589	80,764,78

Note: 'Reportable contracts' mean arrangements above \$10,000 incl. GST as per the Commonwealth Procurement Rules. Amounts reported in the tables above include GST, whereas amounts in the Annual Financial Statements are exclusive of GST.

Management and accountability

Table 22. Organisations receiving a share of consultancy contract expenditure, 2023–24

Name of organisation	Organisation ABN	Expenditure (\$ (incl. GST)	Percentage of total spend
Deloitte Touche Tohmatsu	74 490 121 060	5,388,714	22%
KPMG Australia	51 194 660 183	4,254,043	17%
xAmplify Services Pty Ltd	74 632 045 080	3,639,233	15%
Ernst & Young	75 288 172 749	1,717,934	13%
Nous Group Pty Ltd	66 086 210 344	1,534,094	6%

Table 23. Organisations receiving a share of non-consultancy contract expenditure, 2023–24

Name of organisation	Organisation ABN	Expenditure (\$ (incl. GST)	Percentage of total spend
Evolve FM	52 605 472 580	8,786,723	11%
KPMG Australia	51 194 660 183	5,827,598	7%
RSM Australia Pty Ltd	65 319 382 479	5,728,644	7%
Macquarie Telecom Pty Ltd	21 082 930 916	4,606,302	6%
Hays Specialist Recruitment (Australia) Pty Ltd	47 001 407 281	4,498,063	6%

Management Advisory Services (MAS Panel) Flexibility Framework

The Whole of Government MAS Panel arrangement mandates that agencies must source relevant consultancies through the Management Advisory Services (MAS) panel arrangement. The MAS Panel Flexibility Framework allows agencies to source up to 5% of total annual expenditure from off-panel suppliers.

The Commission undertook a compliance review of consultancy contracts reported in financial year 2022–23 with a compliance result of 56%. The unfavorable result was due to several active and reportable contracts mis-characterised as non-consultancy. As these contracts were not correctly classified as consultancies, they were not procured under the Management Advisory Panel arrangements, resulting in non-compliance with the CPRs.

Improved internal procedural and reporting guidance for procurement officers and officers preparing consultancy related contracts was implemented in January 2024 and has contributed to an improved compliance rate of 15% reported for this financial year. It is expected that the Commission will reach full compliance within the 5% required threshold once the reclassified contracts come to their expiry date.

Australian National Audit Office access clauses

During 2023–24, no contracts of \$100,000 or more (inclusive of GST) were entered into, where the Auditor General required to have access to the contractor's premises.

Exempt contracts

During 2023–24, no contracts of \$10,000 or more (inclusive of GST) or standing offers were exempted by the Commissioner from being published on AusTender on the basis that it would disclose exempt matters under the *Freedom of Information Act 1982*.

Procurement initiatives to support small business

The Commission supports small business participation in the Commonwealth Government procurement market wherever possible. Where whole-of-government travel requirements cannot be met due to remote locations, the Commission seeks to book accommodation with local small business accommodation venues. Small and medium enterprises and small enterprise participation statistics are available on the [Department of Finance's website](#).

Statistics on Australian Government Procurement SMEs' participation is available on the [Statistics on Australian Government Procurement Contracts](#) page.

Commission measures to support SMEs include:

- complying with the Commonwealth Procurement Framework
- using the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- using credit cards for procurements valued below \$10,000 (Inclusive GST)
- implementing the Indigenous Procurement Policy (IPP), noting that many Indigenous businesses are also SMEs using the Australian Industry Participation policies and programs to encourage SME engagement opportunities
- using a financial management system that facilitates the payment of invoices in a timely manner
- complying with the government's Supplier Pay On-Time or Pay Interest Policy.

Advertising campaigns

During 2023–24, the Commission did not conduct any advertising campaigns.

Environment Protection and Biodiversity Conservation Act 1999

The Commission is firmly committed to complying with requirements under the *Environment Protection and Biodiversity Conservation Act 1999*, Energy Efficiency in Government Operations Policy and APS Net Zero 2030 Policy.

The Commission is progressively decreasing its environmental footprint through management of energy-efficient office buildings and procurement of environmentally sound equipment and appliances. Other initiatives to reduce energy consumption include:

- harnessing technology for remote interactions to reduce carbon emissions resulting from air travel
- deploying fit-outs that are designed to reduce energy demands
- integrating energy-efficient systems for heating and cooling
- implementing lighting solutions such as T5 fluorescent fixtures paired with movement-activated sensors
- maintaining a high percentage of hybrid cars within the Commission's fleet (currently 96%).

Management and accountability

The Commission is also committed to protecting the environment through efficient and effective waste management. We aim to increase the amount of waste recycled as a proportion of total waste. Segregated waste streams (co-mingled recycling, paper, cardboard and general waste) are in place at all Commission offices. Printer toner cartridges can be recycled at all offices, and the Commission has continued planning for a battery collection and recycling program.

APS Net Zero 2030

APS Net Zero 2030 is the government's policy for the APS to reduce its greenhouse gas emissions to net zero by 2030 and transparently report on its emissions.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over 2023–24. Results are presented based on carbon dioxide equivalent (CO₂-e) emissions.

Greenhouse gas emissions reporting has been developed with a methodology that is consistent with the whole-of-Australian Government approach as part of the APS Net Zero 2030 policy.

The Commission has demonstrated a firm commitment towards achieving this goal of net zero greenhouse gas emissions within the stipulated timeframe.

Table 24. Greenhouse Gas Emissions Inventory – location-based method, 2023–24

Emission source	Scope 1 kg CO₂-e	Scope 2 kg CO₂-e	Scope 3 kg CO₂-e	Total kg CO₂-e
Electricity (location-based approach)	N/A	241.185	29.149	270.334
Natural gas	0	N/A	0	0
Solid waste *	N/A	N/A	0	0
Refrigerants**	0	N/A	N/A	0
Fleet and other vehicles	18.912	N/A	4.810	23.776
Domestic commercial flights	N/A	N/A	1,054.776	1,054.776
Domestic hire car *	N/A	N/A	92.146	92.146
Domestic travel accommodation *	N/A	N/A	697.103	697.103
Other energy	0	N/A	0	0
Total kg CO₂-e	18.912	241.185	1,877.984	2,138.080

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent.

* indicates emission sources collected for the first time in 2023–24. The quality of data is expected to improve over time as emissions reporting matures.

+ indicates optional emission source for 2023–24 emissions reporting.

Caveats:

1. A portion of ACQSC's electricity data was unable to be separated from the Department of Social Services' data and has been included in the Department of Social Services' annual report.
2. Waste data was unable to be separated from Landlord data and has not been included.
3. Emissions from hire cars for 2023–24 have been sourced from a third party and may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

Management and accountability

Table 25. Greenhouse Gas Emissions Inventory – market-based method, 2023–24

Emission source	Scope 1 kg CO₂-e	Scope 2 kg CO₂-e	Scope 3 kg CO₂-e	Total kg CO₂-e
Electricity (location-based approach)	241.185	29.149	270.334	100%
Market-based electricity emissions	221.808	27.384	249.192	71.14%
Total renewable electricity	–	–	–	28.86%
Mandatory renewables ¹	–	–	–	18.72%
Voluntary renewables ²	–	–	–	10.14%

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent.

- 1 Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.
- 2 Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

Caveat: A portion of ACQSC's electricity data was unable to be separated from the Department of Social Services' data and has been included in the Department of Social Services' annual report.



Financial statements



Australian Government
Aged Care Quality and Safety Commission



INDEPENDENT AUDITOR'S REPORT

To the Minister for Health and Aged Care

Opinion

In my opinion, the financial statements of the Aged Care Quality and Safety Commission (the Entity) for the year ended 30 June 2024:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2024 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2024 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Commissioner is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Commissioner is also responsible for such internal control as the Commissioner determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Commissioner is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Sally Bond
Executive Director
Delegate of the Auditor-General

Canberra
27 September 2024



Australian Government
Aged Care Quality and Safety Commission

Engage
Empower
Safeguard

Aged Care Quality and Safety Commission Statement by the Accountable Authority and Chief Financial Officer For the period ended 30 June 2024

In our opinion, the attached financial statements for the year ended 30 June 2024 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsections 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Aged Care Quality and Safety Commission (the Commission) will be able to pay its debts as and when they fall due.

Janet Anderson PSM
Commissioner
25 September 2024

Naomi Beveridge
Chief Financial Officer
25 September 2024

1800 951 822
agedcarequality.gov.au

Aged Care Quality and Safety Commission Statement of Comprehensive Income

For the period ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
Net cost of services				
Expenses				
Employee benefits	2A	163,466	113,558	182,643
Suppliers	2B	95,153	98,263	90,412
Depreciation and amortisation	5A	9,308	7,223	9,269
Finance costs	2C	659	318	712
Total expenses		268,586	219,362	283,036
Own-source income				
Own-source revenue				
Revenue from contracts with customers	3A	14,231	26,043	19,271
Gains				
Gain on lease disposal	3B	40	-	-
Other gains	3C	70	54	54
Total gains		110	54	54
Total own-source income		14,341	26,097	19,325
Net cost of services		254,245	193,265	263,711
Revenue from Government	3D	282,821	204,905	260,080
Total comprehensive surplus/(deficit)		28,576	11,640	(3,631)

The above statement should be read in conjunction with the accompanying notes.

Financial statements

Aged Care Quality and Safety Commission Statement of Financial Position

As at 30 June 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
Assets				
Financial assets				
Cash and cash equivalents	4A	2,621	1,703	3,871
Trade and other receivables	4B	132,083	97,813	77,173
Total financial assets		134,704	99,516	81,044
Non-financial assets¹				
Buildings	5A	31,203	26,535	32,466
Plant and equipment	5A	11,294	10,126	2,323
Computer software	5A	5	11	3,283
Prepayments		3,163	3,333	1,100
Total non-financial assets		45,665	40,005	39,172
Total assets		180,369	139,521	120,216
Liabilities				
Payables				
Suppliers		14,224	11,267	4,950
Unearned income	6A	1,676	6,471	4,925
Other payables	6B	4,520	3,457	4,500
Total payables		20,420	21,195	14,375
Interest bearing liabilities				
Leases	7	31,878	27,099	25,003
Provisions				
Employee provisions	13	30,879	25,366	24,804
Other provisions	8	181	181	773
Total provisions		31,060	25,547	25,577
Total liabilities		83,358	73,841	64,955
Net assets		97,011	65,680	55,261
Equity				
Contributed equity		26,539	23,784	29,945
Retained surplus		70,472	41,896	25,316
Total equity		97,011	65,680	55,261

¹ Right-of-use assets are included in the Buildings line.

The above statement should be read in conjunction with the accompanying notes.

Aged Care Quality and Safety Commission Statement of Changes in Equity

For the period ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
Contributed equity				
Opening balance		23,784	22,215	27,190
Distributions to owners				
Return of capital ¹		-	(3,300)	-
Contributions by owners				
Equity injection	9	850	3,025	850
Departmental capital budget	9	1,905	1,844	1,905
Total transactions with owners		2,755	1,569	2,755
Closing balance as at 30 June		26,539	23,784	29,945
Retained surplus				
Opening balance		41,896	30,256	28,947
Surplus/(deficit) for the period		28,576	11,640	(3,631)
Closing balance as at 30 June		70,472	41,896	25,316
Total equity		97,011	65,680	55,261

¹ Reflects amounts quarantined under Section 51 of the PGPA Act.

Accounting policy

Equity injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

Restructuring of administrative arrangements

Net assets received from or relinquished to another Australian Government entity under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

Other distributions to owners

The Financial Reporting Rule (FRR) requires that distributions to owners be debited to contributed equity unless they are in the nature of a dividend.

The above statement should be read in conjunction with the accompanying notes.

Financial statements

Aged Care Quality and Safety Commission Statement of Cash Flows

For the period ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	Original Budget \$'000
Operating activities				
Cash received				
Appropriations		249,679	199,668	279,859
Sale of goods and rendering of services		9,448	17,303	11,255
Other receipts		856	891	-
Net GST received		9,292	12,169	7,428
Total operating cash received		269,275	230,031	298,542
Cash used				
Employees		(159,251)	(109,147)	(179,117)
Suppliers		(101,308)	(113,975)	(107,980)
Interest payments on lease liabilities		(659)	(318)	(712)
Total operating cash used		(261,218)	(223,440)	(287,809)
Net cash from/(used by) operating activities		8,057	6,591	10,733
Investing activities				
Cash used				
Purchase of property plant and equipment		(3,882)	(9,738)	(7,950)
Purchase of computer software		(5)	-	-
Total investing cash used		(3,887)	(9,738)	(7,950)
Net cash from/(used by) investing activities		(3,887)	(9,738)	(7,950)
Financing activities				
Cash received				
Contributed equity		3,180	6,747	2,755
Total financing cash received		3,180	6,747	2,755
Cash used				
Principal payments of lease liabilities		(6,432)	(5,852)	5,638
Total financing cash used		(6,432)	(5,852)	(5,638)
Net cash from/(used by) financing activities		(3,252)	895	(2,883)
Net (decrease)/increase in cash held		918	(2,252)	(100)
Cash at the beginning of the period		1,703	3,955	3,971
Cash at the end of the period	4A	2,621	1,703	3,871

The above statement should be read in conjunction with the accompanying notes.

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

Overview

Objectives of the Aged Care Quality and Safety Commission

The Aged Care Quality and Safety Commission (the Commission), ABN 80 246 994 451, is a non-corporate Commonwealth Government Statutory Authority. The Commission operates across the whole of Australia with its main business location being in New South Wales. Its business address is Level 11, 95-101 George Street, Parramatta NSW 2150. The Commission is subject to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Aged Care Quality and Safety Commission is the national regulator of Commonwealth subsidised aged care services.

The Commission's primary purpose is to protect and enhance the safety, health, wellbeing and quality of life of aged care consumers, promote consumers' confidence and trust in the provision of aged care services, and promote engagement with consumers about the quality of their care and services.

The Commission applies the range of functions and powers available under the *Safety Commission Act 2018*, Aged Care Quality and Safety Commission Rules and the *Aged Care Act 1997*, including:

- informing aged care consumers and their representatives about their right to quality and safe care and services
- approving providers of aged care and assessing the suitability of key personnel
- educating providers on their responsibilities to deliver quality and safe care and services, and providing guidance on best practice
- regulating aged care services by accrediting, conducting quality reviews, and monitoring the quality of care and services
- dealing with complaints made or information given to the Commissioner about an approved provider's responsibilities under the *Aged Care Act 1997* or funding agreement
- responding to reportable incidents under the Serious Incident Response Scheme (SIRS)
- reviewing and investigating the use of refundable deposits and the charging of fees, and assessing whether providers are financially sound to sustainably deliver quality services to consumers
- responding to non-compliance by approved providers with their aged care responsibilities and taking enforcement action as appropriate
- publishing data and insights on sector and provider performance.

These functions and powers enable the Commission to help manage risks in the aged care sector and respond appropriately to incidents and departures from expected performance or outcomes. The Commission gives older Australians and their families a single point of contact when they want to raise a concern or access information about the performance of an aged care service against the relevant legislated standards or principles. The Commission works under the *Aged Care Quality and Safety Commission Act 2018*, the Aged Care Quality and Safety Commission Rules 2018 and the *Aged Care Act 1997*.

The basis of preparation

The financial statements are required by Section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with the:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR)
- Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis, and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values.

Financial statements

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

New accounting standards

Adoption of new Australian Accounting Standards requirements

All new, revised or amending standards and interpretations that were issued prior to the sign-off date in the current reporting period have been considered and did not have an impact on the Commission's financial statements.

Taxation

The Commission is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Events after the reporting period

There were no known events after the reporting period that would significantly affect the ongoing structure and financial activities of the Commission.

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

1: Budget variance commentary

The following tables provide a comparison of the original budget as presented in the 2023–24 Portfolio Budget Statements (PBS) to the 2023–24 final outcome as presented in accordance with Australian Accounting Standards for the Commission. The Budget is not audited. Explanations of major variance are provided below.

Variances are considered to be major based on the following criteria:

- the variance between budget and actual is greater than \$3m
- an item below this threshold but is considered important for the reader's understanding or is relevant to an assessment of the discharge of the accountability and to an analysis of performance of the Commission.

Explanation of major variances	Affected line item
Employee benefits expense was \$19.2m lower than budgeted primarily due to delays in staff recruitment and the high level of vacancies during the first 3 quarters of the year. This was offset by an increase in supplier expenses as detailed below.	Statement of comprehensive income – employee benefits Statement of cash flows – cash used for employees
Suppliers expenditure was \$4.7m higher than original budget. The major drivers of this increase are costs to recruit staff (\$0.9m) and use of labour hire contractors (\$0.8m) which is reflective of the staff turnover and ongoing recruitment activity in the Commission over the year, software maintenance and data network costs (\$2.0m), and consultant and other business advisers (\$3.1m). This is offset by a lower than expected cost for Third Party Provider Assessors (\$2.2m) reflecting the lower than expected number of site audits undertaken during the year.	Statement of comprehensive income – suppliers Statement of cash flows – cash used for suppliers
Total own-source income was lower than original budget estimate by \$5m due to a lower number of chargeable activities occurring than budgeted.	Statement of comprehensive income – revenue from contracts with customers Statement of cash flows – sale of goods and rendering of services
Total revenue from government was higher than original budget estimate by \$22.7m because of additional \$24.0m appropriations received through the 2023–24 Portfolio Additional Estimate Statements (PAES) and a reduction of \$1.3m for appropriations quarantined under section 51 of the PGPA Act. (See note 9)	Statement of comprehensive income – revenue from Government
Total assets were \$60.2m higher than the original budget estimate mainly due to:	
An increase in appropriations receivable as a consequence of the current and prior year's operating surpluses not requiring funding draw downs.	Statement of financial position – trade and other receivables
An increase in capitalised fitout costs associated with the Commission's move to new premises during the year. This was offset by a reduction in computer software due to a movement to utilising cloud-based solutions which are expensed.	Statement of financial position – plant and equipment computer software
Timing differences in prepayments relating to software licences.	Statement of financial position – prepayments Statement of cash flows – suppliers

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Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

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Total liabilities were \$18.4m higher than the original budget due to:	
Accounts payable and accrued expenses being higher than expected as a consequence of major projects being initiated towards the end of the year.	Statement of financial position – suppliers
Unearned income reducing further as the backlog of outstanding accreditation audits associated with COVID-19 outbreaks continued to be completed.	Statement of financial position – unearned income
Lease liabilities being higher than expected following the Commission relocating 2 of its offices to new premises during the year.	Statement of financial position – leases
Additional accumulated leave liabilities for staff who transferred to the Commission from other agencies during the year increasing the employee provisions balance compared to the original budget estimate.	Statement of financial position – employee provisions

Explanation of major variances	Affected line item
Total equity has increased by \$41.8m compared to the original budget estimate due to:	
Opening contributed equity being \$3.4m lower, reflecting the loss of control over appropriations withheld under Section 51 of the PGPA Act in the prior year.	Statement of financial position – contributed equity
Cumulative operating surpluses increasing the retained surplus by \$45.2m.	Statement of financial position – retained surplus

Aged Care Quality and Safety Commission
Notes to and forming part of the financial statements

For the period ended 30 June 2024

Financial performance

This section analyses the financial performance of the Commission for the year ended 30 June.

2: Expenses

	2024 \$'000	2023 \$'000
2A: Employee benefits		
Wages and salaries	137,304	96,435
Superannuation:		
Defined contribution plans	17,574	11,930
Defined benefit plans	3,914	3,260
Leave and other entitlements	4,674	1,898
Separation and redundancies	-	35
Total employee benefits	163,466	113,558

Accounting Policy

Accounting policies for employee related expenses is contained in the People and Relationships section.

2B: Suppliers

Goods and services supplied or rendered		
Contractors	24,189	33,876
Consultants	22,661	10,761
Third party assessor services	15,204	27,060
IT services	9,221	4,921
Travel	6,537	4,898
Communications	4,855	4,000
Recruitment and training	2,120	2,672
Property expenses	1,840	2,522
Legal	1,255	1,289
Shared services fee	1,378	904
Serviced facilities	408	826
Internal audit services	133	374
Low-value equipment	10	96
Audit of the financial statements	70	54
Other	3,655	2,246
Total goods and services supplied or rendered	93,536	96,499
Goods supplied	517	417
Services rendered	93,019	96,082
Total goods and services supplied or rendered	93,536	96,499
Other suppliers		
Workers compensation expenses	1,290	1,138
Short-term leases	252	613
Low-value leases	75	13
Total other suppliers	1,617	1,764
Total suppliers	95,153	98,263

Financial statements

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

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Expenditure on consultants includes support for the recommendations from the Capability Review and New Aged Care Act.

The third-party assessor services have been disclosed separately from contractors expenses in this year's financial statements for transparency and the 2023 comparative number has been adjusted accordingly. From September 2024 these services will be undertaken internally by Commission staff.

The Commission has short-term lease commitments of \$1,026,490 as at 30 June 2024.

The above lease disclosures should be read in conjunction with the accompanying notes 2C, 3B, 5A and 7.

Accounting policy

Short-term leases and low-value leases

The Commission has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000 per asset). The Commission recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2024 \$'000	2023 \$'000
2C: Finance costs		
Interest on lease liabilities	659	318
Total finance costs	659	318

The above lease disclosures should be read in conjunction with the accompanying notes 2B, 3B, 5A and 7.

Accounting policy

All borrowing costs are expensed as incurred.

3: Own-source revenue and gains

3A: Revenue from contracts with customers

Revenue from rendering of services	14,231	26,043
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Disaggregation of revenue from rendering of services

Major service line		
Accreditation fees	8,176	20,675
New provider fees	1,260	467
Assessor registration fees	-	112
Educational services	28	69
Licence fees	88	21
Joint development projects ¹	4,679	4,699
Total revenue from rendering of services	14,231	26,043

¹ Funding received from the Department of Health and Aged Care under a memorandum of understanding for the provision of governance for reform training to the aged care sector.

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

Accounting policy

Revenue from the sale of goods and services is recognised when control has been transferred to the buyer. A contract is within the scope of AASB 15 when a contract gives rise to performance obligations that are enforceable and sufficiently specific to enable the Commission to determine when they have been satisfied.

The following is a description of principal activities from which the Commission generates its revenue:

- applications for chargeable accreditation/reaccreditation audits of approved providers are received in advance and held in unearned revenue in the Statement of Financial Position and recognised as revenue when the performance obligations are met on completion of the accreditation audit.
- new provider application fees are received on application and recognised as revenue as the payment triggers the commencement of the application evaluation process
- revenue from joint development projects is recognised over time depending on the timing of completion of performance obligations. Generally, these agreements have specific timelines and deliverables for completion, which inform the timing of the revenue recognition.

The transaction price is the total amount of consideration to which the Commission expects to be entitled in exchange for transferring promised goods and services to a customer. The consideration promised in a contract with a contractor is a fixed amount.

A contract liability for unearned revenue is recorded for obligations under contracts for which payment has been received in advance. Contract liabilities unwind as 'revenue from contracts with customers' upon satisfaction of the performance obligations under the terms of the contract. The Commission reports contract liabilities as unearned income in Note 6A.

	2024 \$'000	2023 \$'000
3B: Gain on lease disposal		
Right-of-use buildings		
Reduction in lease liability on disposal	545	-
Carrying value of assets disposed	(505)	-
Net gain on lease disposal	<u>40</u>	<u>-</u>

Accounting policy

Gains or losses from lease disposals are recognised when the right-of-use asset has passed to the lessor.

3C: Other gains

Resources received free of charge:

Remuneration of auditors	70	54
Total other revenue	<u>70</u>	<u>54</u>

Accounting policy

Resources received free of charge are recognised as gains when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

3D: Revenue from Government

Departmental appropriations	282,821	204,905
Total revenue from government	<u>282,821</u>	<u>204,905</u>

Accounting policy

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the entity gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

Financial statements

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

Financial position

This section analyses the Commission's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships Section.

4: Financial assets

	2024 \$'000	2023 \$'000
4A: Cash and cash equivalents		
Cash at bank	2,621	1,703
Total cash and cash equivalents	<u>2,621</u>	<u>1,703</u>

Accounting policy

Cash is recognised at its nominal amount.

4B: Trade and other receivables

Other receivables

Refundable security deposits	-	2
Receivables - other	171	139
Lease incentive receivable	3	12
Receivables - employee entitlements	3,807	2,364
GST receivable from the Australian Taxation Office	1,991	1,902
Total goods and services receivables	<u>5,972</u>	<u>4,419</u>

Appropriation receivables:

Departmental appropriations	124,811	91,669
Equity injection	1,300	1,725
Total appropriation receivables	<u>126,111</u>	<u>93,394</u>

Total trade and other receivables (net)

<u>132,083</u>	<u>97,813</u>
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Accounting policy

Financial assets

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Aged Care Quality and Safety Commission
Notes to and forming part of the financial statements

For the period ended 30 June 2024

5: Non-financial assets

5A: Reconciliation of the opening and closing balances of property, plant and equipment, and intangibles

	Buildings \$'000	Plant and equipment \$'000	Computer software \$'000	Total \$'000
As at 1 July 2023				
Gross book value	33,634	14,495	3,413	51,542
Accumulated depreciation and impairment	(7,099)	(4,369)	(3,402)	(14,870)
Total as at 1 July 2023	26,535	10,126	11	36,672
Additions:				
By purchase	-	3,882	5	3,887
Right-of-use assets	11,756	-	-	11,756
Depreciation and amortisation	-	(2,714)	(11)	(2,725)
Depreciation on right-of-use assets	(6,583)	-	-	(6,583)
Disposal of right-of-use asset	(505)	-	-	(505)
Total as at 30 June 2024	31,203	11,294	5	42,502
Total as at 30 June 2024 represented by:				
Gross book value	44,394	18,377	3,418	66,189
Accumulated depreciation/amortisation and impairment	(13,191)	(7,083)	(3,413)	(23,687)
Total as at 30 June 2024	31,203	11,294	5	42,502
Carrying amount of right-of-use assets	31,203	-	-	31,203

All assets were checked for indicators of impairment at 30 June 2024. No indicators of impairment were identified.

Revaluations of non-financial assets

The Commission performs an internal management review of the fair value of its property, plant and equipment at least once every 12 months.

If a particular asset class experiences significant and volatile changes in fair value (i.e. where indicators suggest that the value of the class has changed materially since the previous reporting period), that class is subject to specific valuation in the reporting period, where practicable, regardless of the timing of the last review.

The Commission's assets are currently carried at their initial cost less accumulated depreciation which is considered to be representative of their fair values as established in the last valuation which took place in May 2023. The Commission will undertake a 3-yearly review of its assets.

Contractual commitments for the acquisition of property, plant, equipment and intangible assets

The Commission has entered into contracts worth \$1,306,770 (excl GST) for the purchase of computer hardware, office equipment and office fit out in the next financial year.

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

Accounting policy

Acquisition of assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to restructuring.

Asset recognition threshold

Purchases of property, plant and equipment are initially recognised at cost in the Statement of financial position, except for purchases costing less than \$1,000, which are expensed in the year of acquisition (other than where they form part of a group of similar assets/items which are significant in total). The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

Leased right-of-use assets

Leased right-of-use assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned. An impairment review is undertaken for any right-of-use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Leased of right-of-use assets continue to be measured at cost after initial recognition.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding right-of-use assets) is carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to the asset revaluation reserve in equity except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class of asset. Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written off to their estimated residual values over their estimated useful lives to the Commission using, in all cases, the straight-line method of depreciation. Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods as appropriate.

Property, plant and equipment is depreciated on a straight-line basis over its anticipated useful life. The useful lives of the Commission's property, plant and equipment are 3 to 10 years (2022–23: 3 to 5 years). The depreciation rates for right-of-use assets are based on the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Impairment

All assets were assessed for impairment at 30 June 2024. Where indicators of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment is made if the asset's recoverable amount is less than its carrying amount. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Commission were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

6: Payables

	2024 \$'000	2023 \$'000
6A: Unearned income		
Unearned revenue from contracts with customers	1,676	1,912
Unearned revenue from joint development projects	-	4,559
Total unearned income	<u>1,676</u>	<u>6,471</u>

Unearned revenue from customers comprises receipts in advance for 104 accreditation audits still to be undertaken.

Accounting policy

Unearned revenue from customers represents a liability for cash receipts for audits of approved providers and education services that have been paid in advance. Revenue is recognised and the liability reduced when the accreditation activities or education services have been provided.

Unearned revenue from joint development projects in 2023 represents funds received in advance from project sponsors to undertake specified activities under the project. Funds will be recognised as income once the specified activities have been completed.

6B: Other payables		
Salaries and wages	4,343	3,288
Employee deductions	41	73
Other accrued expense	136	96
Total other payables	<u>4,520</u>	<u>3,457</u>

Financial statements

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

7: Interest bearing liabilities

	2024 \$'000	2023 \$'000
Lease liabilities		
Buildings	<u>31,878</u>	<u>27,099</u>
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	7,266	5,937
Between 1 to 5 years	23,485	19,693
More than 5 years	<u>4,956</u>	<u>3,037</u>
Total leases	<u>35,707</u>	<u>28,667</u>

The total cash outflow for leases for the year ended 30 June 2024 was \$7,824,577 (2023: \$7,622,646). This consists of principal payments of lease liabilities of \$6,430,844 (2023: \$5,852,269), payments of interest of \$659,267 (2023: \$318,429) and leases for motor vehicles and low value lease payments of \$734,466 (2023: \$1,451,948).

Leases for office accommodation

Lease payments are subject to review in accordance with the lease agreement. The reviews are generally annual and are either a predetermined increase, consumer price index variation, or a market review. Where offered, lease renewal and options range from one to 10 years. There are no contingent rentals in the agreements.

Leases for motor vehicles

The Commission maintains a small fleet of pooled cars for the purposes of accreditation and quality review. Lease payments are fixed for the life of the operating leases. There are no contingent rentals nor are there any options to purchase the vehicles at the end of the lease.

Accounting Policy

For all new contracts entered into, the Commission considers whether the contract is, or contains, a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. Once it has been determined that a contract is, or contains, a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the Commission's incremental borrowing rate. Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Aged Care Quality and Safety Commission
Notes to and forming part of the financial statements

For the period ended 30 June 2024

8: Other provisions

Other provisions

	Provision for restoration \$'000	Total other provisions \$'000
As at 1 July 2023	181	181
Amounts reversed	-	-
Total as at 30 June 2024	181	181

Provision for restoration

Commission has recognised a provision for restoration for lease arrangements that require premises to be restored to their original condition at the conclusion of the lease.

Financial statements

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

Funding

This section identifies the Commission's funding structure.

9: Appropriations

Annual appropriations for 2024

	Annual appropriation \$'000	Adjustments to appropriation ² \$'000	Total appropriation \$'000	Appropriations applied in 2024 (current and prior years) \$'000	Variance ³ \$'000
Departmental					
Ordinary annual services ¹	284,098	10,746	294,844	(259,507)	35,337
Capital budget ⁴	1,905	-	1,905	(1,905)	-
Equity injections	850	-	850	(1,275)	(425)
Total departmental	286,853	10,746	297,599	(262,687)	34,912

¹ \$1.3m has been withheld from departmental appropriations for ordinary annual services under section 51 of the PGPA Act and a further \$13.0m is subject to administrative quarantines.

² Reflects Section 74 of PGPA Act own-source income receipts.

³ The variance in departmental ordinary annual services has been caused by section 51 and administrative quarantines, timing differences between payments to suppliers and employees, and receipts in advance of services having been provided.

⁴ Departmental Capital Budgets are appropriated through Appropriation Acts (No. 1,3,5). They form part of ordinary annual services and are not separately identified in the Appropriation Acts.

Annual appropriations for 2023

	Annual appropriation \$'000	Adjustments to appropriation ¹ \$'000	Total appropriation \$'000	Appropriations applied in 2023 (current and prior years) \$'000	Variance ² \$'000
Departmental					
Ordinary annual services	204,905	18,164	223,069	(220,084)	2,985
Capital budget ³	1,844	-	1,844	(3,580)	(1,736)
Equity injections	3,025	-	3,025	(3,167)	(142)
Total departmental	209,774	18,164	227,938	(226,831)	1,107

¹ Reflects Section 74 of PGPA Act own-source income receipts.

² The variance in departmental ordinary annual services has been caused by major new projects starting later in the year than expected due to COVID-19 and timing differences between payments to suppliers and employees, and receipts in advance of services having been provided. The variance in the capital budget represents projects delayed due to the effects of COVID-19.

³ Departmental Capital Budgets (DCB) are appropriated through Appropriation Acts (No. 1, 3, 5). They form part of ordinary annual services and are not separately identified in the Appropriation Acts.

Aged Care Quality and Safety Commission
Notes to and forming part of the financial statements

For the period ended 30 June 2024

10: Unspent appropriations

(recoverable GST exclusive)

	2024 \$'000	2023 \$'000
Departmental		
<i>Appropriation Act (No.1) 2021-22¹</i>	3,300	3,300
<i>Supply Act (No.2) 2022-23</i>	-	135
<i>Supply Act (No.3) 2022-23</i>	-	87,826
<i>Supply Act (No.4) 2022-23</i>	450	1,590
<i>Appropriation Act (No.1) 2022-23</i>	-	697
<i>Appropriation Act (No.3) 2022-23</i>	-	3,146
<i>Appropriation Act (No.1) 2023-24²</i>	103,389	-
<i>Appropriation Act (No.2) 2023-24</i>	850	-
<i>Appropriation Act (No.3) 2023-24³</i>	22,699	-
Cash at bank ⁴	2,621	1,703
Total unspent departmental annual appropriation	133,309	98,397

¹ This appropriation includes \$3.3m quarantined under Section 51, but legally available at 30 June 2024. This will lapse on 1 July 2024.

² This appropriation includes \$1.3m quarantined under Section 51, but legally available at 30 June 2024 and \$4.6m under administrative quarantine.

³ This appropriation includes \$8.4m under administrative quarantine.

⁴ Cash at bank relates to the Appropriation Acts (No.1) for the relevant year.

Aged Care Quality and Safety Commission
Notes to and forming part of the financial statements

For the period ended 30 June 2024

11: Regulatory charging summary

	2024	2023
	\$'000	\$'000
Amounts applied		
Departmental appropriations	7,122	32,934
Own source revenue	9,435	21,254
Total amounts applied	<u>16,557</u>	<u>54,188</u>
Expenses		
Departmental	16,434	54,181
Total expenses	<u>16,434</u>	<u>54,181</u>

Regulatory charging activities

The charging activities that the Commission charges providers for are audits for approved providers, new provider fees, and quality assessor registration and re-registration fees.

Documentation for the activities is available at:

<https://www.agedcarequality.gov.au/sites/default/files/media/cris-applications-for-aged-care-approved-provider-status-2023-24-july-23-review.pdf>

<https://www.agedcarequality.gov.au/media/99805>

Aged Care Quality and Safety Commission
Notes to and forming part of the financial statements

For the period ended 30 June 2024

12: Net cash appropriation arrangements

	2024	2023
	\$'000	\$'000
Total comprehensive surplus per the Statement of Comprehensive Income	28,576	11,640
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections)	2,725	1,475
Plus: depreciation of right-of-use assets	6,583	5,748
Less: lease principal repayments	(6,432)	(5,852)
Net Cash Operating Surplus	31,452	13,011

From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity injections. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required. The inclusion of depreciation/amortisation expenses related to right-of-use leased assets and lease liability principal repayment amounts reflects the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements.

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

People and relationships

This section provides a range of employment and post-employment benefits provided to our people and our relationships with other key people.

13: Employee provisions

	2024 \$'000	2023 \$'000
Leave	30,879	25,366
Total employee provisions	30,879	25,366

Accounting policy

Liabilities for 'short-term employee benefits' (as defined in AASB 119 Employee Benefits) and termination benefits wholly settled due within twelve months of end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the Commission's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination. The liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2024. Key accounting estimates and judgements used in estimating the present value of the liability are future salary growth rates, the rate of leave taken in service against on termination of service, present value discount factors and on-cost factors. The Commission uses an actuarially based model to value its employees leave entitlements.

Separation and redundancy

Provision is made for separation and redundancy benefit payments. The Commission recognises a provision for termination when it has developed a detailed formal plan for the terminations or where the circumstances indicate that separations and redundancies are more likely to occur than not.

Superannuation

The Commission's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The Commission makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The Commission accounts for the contributions as if they were contributions to defined contribution plans. The liability for superannuation recognised as at 30 June 2024 represents outstanding contributions.

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

14: Key management personnel remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling activities of the Commission, directly or indirectly, including any director (whether executive or otherwise) of the Commission. The Commission has determined the key management personnel to be the Commissioner and the Executive Leadership Group comprising members of the senior executive service staff and members of staff acting in those roles for a substantial period (refer to annual report for further details). Key management personnel remuneration is reported in the table below:

	2024	2023
	\$'000	\$'000
Short-term employee benefits	3,373	2,865
Post-employment benefits	522	442
Other long-term employee benefits	106	92
Termination benefits	-	-
Total key management personnel remuneration expenses	4,001	3,399

The total number of key management personnel who are included in the above table is 16 (2023:14).

The above key management personnel remuneration excludes the remuneration and other benefits of the portfolio minister. The portfolio minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the Commission.

15: Related party disclosures

Related party relationships

The Commission is an Australian Government controlled entity. Related parties to this entity are key management personnel including the portfolio minister and other Australian Government entities.

Transactions with related parties

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens.

Significant transactions with related parties can include:

- the payments of grants or loans
- purchases of goods and services
- asset purchases, sales transfers or leases
- debts forgiven, and
- guarantees.

Giving consideration to relationships with related entities and transactions entered into during the reporting period by the Commission, it has been determined that there are no related party transactions to be separately disclosed.

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

Managing uncertainties

This section analyses how the Commission manages financial risks within its operating environment.

16: Contingent liabilities and contingent assets

Quantifiable contingent liabilities

The Commission has an unused facility for the issuing of guarantees of \$279,968 at 30 June 2024. In 2023 there was an outstanding bank guarantee of \$114,000 in respect of an office lease. This bank guarantee was withdrawn on 20 July 2023.

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset, or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

17: Financial instruments

	2024 \$'000	2023 \$'000
Categories of financial instruments		
Financial Assets		
Financial assets at amortised cost		
Cash and cash equivalents	2,621	1,703
Trade and receivables	174	153
Receivables for employee entitlements	3,807	2,364
Total financial assets at amortised cost	6,602	4,220
Financial Liabilities		
Financial liabilities measured at amortised cost		
Supplier payables	14,224	11,267
Unearned revenue	1,676	6,471
Other payables	136	96
Total financial liabilities measured at amortised cost	16,036	17,834

Accounting policy

Financial assets

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Aged Care Quality and Safety Commission

Notes to and forming part of the financial statements

For the period ended 30 June 2024

In accordance with AASB 9 Financial Instruments, the Commission classifies its financial assets in the following categories:

- a) financial assets at fair value through profit or loss
- b) financial assets at fair value through other comprehensive income, and
- c) financial assets measured at amortised cost.

The classification depends on both the Commission's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the Commission becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash, and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date. Comparatives have not been restated on initial application.

Financial assets at amortised cost

Financial assets included in this category need to meet 2 criteria:

1. the financial asset is held in order to collect the contractual cash flows, and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount. Amortised cost is determined using the effective interest method.

Amortised cost is determined using the effective interest method.

Effective interest method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the general approach, which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'. The Commission categorises its financial liabilities at amortised cost.

Financial liabilities at amortised cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis. Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Financial statements

Aged Care Quality and Safety Commission Notes to and forming part of the financial statements

For the period ended 30 June 2024

Other Information

18: Current/non-current distinction for assets and liabilities

	2024 \$'000	2023 \$'000
18: Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	2,621	1,703
Trade and other receivables	132,083	97,813
Prepayments	2,759	2,525
Total no more than 12 months	137,463	102,041
More than 12 months		
Buildings	31,203	26,535
Property plant and equipment	11,294	10,126
Intangibles	5	11
Prepayments	404	808
Total more than 12 months	42,906	37,480
Total assets	180,369	139,521
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	14,224	11,267
Unearned revenue	1,676	6,471
Other payables	4,520	3,457
Lease liabilities	5,852	5,453
Employee provisions	27,133	22,555
Other provisions	-	-
Total no more than 12 months	53,405	49,203
More than 12 months		
Lease liabilities	26,026	21,646
Employee provisions	3,746	2,811
Other provisions	181	181
Total more than 12 months	29,953	24,638
Total liabilities	83,358	73,841



Appendix 1



Report against 2023–24 Annual Operational Plan

As required under Section 54 of the Commission Act, each year the Commission publishes an Operational Plan to guide actions to deliver on its purpose. As required under Section 52 of the Act, the Commission must report against the Operational Plan deliverables in its annual report.

The 29 actions provided in the Annual Operational Plan support the delivery of the 3 key activities outlined in the Commission’s PBS. Ultimately, they ensure delivery of the Commission’s purpose to protect and enhance the safety, health, wellbeing and quality of life of aged care consumers.

Of the 96 deliverables listed in the 2023–24 Operational Plan, 80 were achieved, 15 were partially achieved and one was not achieved.

Table 26 provides each action, its corresponding deliverable and result.

Table 26. Performance against 2023–24 Annual Operational Plan

Action	Deliverable	Result
Better outcomes for Australians accessing aged care services		
Focus Area 1: Improve quality, safety and choice in aged care through transformative regulatory reforms and sector capability uplift		
A1 Establish updated regulatory arrangements for new Code of Conduct	D1.1 Enhanced risk-based proportionate regulatory approach applied to potential non-conformance with the Code	Achieved
	D1.2 Information-sharing arrangements established with relevant bodies with similar powers and/or jurisdiction relating to worker regulation	Achieved

Action	Deliverable	Result
	D1.3 National Care and Support Worker Regulation initiative delivered, including worker screening and registration ^a	Achieved
A2 Target initiatives at sector leaders to drive change and better support sector capability uplift	D2.1 Governing for Reform in Aged Care Program (Provider Governance – corporate and clinical) extended	Achieved
	D2.2 Online learning resources transitioned from the Governing for Reform in Aged Care Program to the Commission's learning platform	Achieved
	D2.3 Governing for Reform in Aged Care Program evaluated ^b	Achieved
	D2.4 Supporting resources for provider governance and legislative regulation (phase 2) finalised	Achieved
	D2.5 Change support program for implementation of strengthened Aged Care Quality Standards delivered ^c	Achieved
	D2.6 Contribute to development and implementation of the Government Provider Management System	Achieved
	D2.7 Insights into performance issues and practical guidance for providers to improve experience of care delivered via sector performance reporting	Achieved
A3 Empower consumers with information to exercise choice	D3.1 Contribute to engagement and education on Star Ratings ^d	Achieved
A4 Strengthen education for the sector on key topics	D4.1 Campaign to improve food, nutrition and the dining experience in residential care delivered	Achieved
	D4.2 Pharmacy outreach activities extended to more aged care services	Achieved

Appendix 1

Action	Deliverable	Result
	D4.3 Guidance and resources provided and published to assist providers understand and fulfil their responsibilities to consumers in relation to behaviour support and appropriate use of restrictive practices ^e	Partially achieved
	D4.4 Campaign on infection prevention and control support for aged care delivered	Achieved
A5 Expand the regulation and monitoring of residential and home service providers	D5.1 Baseline of provider participation and reporting for the Serious Incident Response Scheme established	Achieved
	D5.2 New processes and procedures for 24/7 registered nurse requirement and care minutes embedded	Achieved
	D5.3 Aged Care Structural Adjustment Prudential Strategy delivered	Achieved
	D5.4 Arrangements implemented for regulation and monitoring of provider compliance with governing body responsibilities	Achieved
A6 Plan for the new Aged Care Act and regulatory redesign	D6.1 Contribute to aged care legislative reform (led by the Department of Health and Aged Care) by assisting in the design and development of the legislation and implementing these changes in the Commission ^f	Achieved
	D6.2 Contribute to the implementation of Stronger Standards ^g	Achieved

Action	Deliverable	Result
Focus area 2: Provide a better regulatory service to the community by delivering matured regulatory and operational functions		
A7 Monitor aged care provider quality and safety performance against the Aged Care Quality Standards	D7.1 More than 2,500 assessment contacts completed ^h	Achieved
A8 Undertake aged care audits of home service, residential and flexible care providers	D8.1 More than 1,250 audits conducted ⁱ	Achieved
	D8.2 Proportion of audits by Commission quality assessors increased ^j	Achieved
A9 Effectively resolve complaints about aged care service providers within published service standards	D9.1 80% of complaints and enquiries with the Commission finalised within published service standard	Not achieved
	D9.2 65% of complainant and provider survey responses have an overall rating of satisfied or higher, in line with published service standards	Achieved
	D9.3 Complaints Team structure and operating model reviewed	Achieved
A10 Monitor and take appropriate action in response to individual providers and provider groups with potential or actual non-compliance and publish compliance rates	D10.1 Audits and reviews completed ^k	Achieved
	D10.2 Educational products for the sector delivered ^l	Achieved
	D10.3 Compliance rates published	Achieved
	D10.4 Action taken to address non-compliance with approved provider responsibilities under the <i>Aged Care Act 1997</i>	Achieved
A11 Integrate financial and prudential regulation risk engine into operational functions	D11.1 Risk engine, including financial and prudential data, enhanced	Achieved

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Action	Deliverable	Result
A12 Undertake regulatory review activities and implement agreed improvements	D12.1 Regulatory Strategy reviewed and communicated with the sector	Achieved
	D12.2 Review of Serious Incident Response Assessment Operating Model completed	Achieved
	D12.3 Exceptional Circumstances Model developed with the Department of Health and Aged Care ^m	Achieved
	D12.4 Providers' right to seek a review of regulatory decisions formalised – as far as possible under current legislation and (through work with the Department of Health and Aged Care) the new Aged Care Act	Achieved
	D12.5 Monitoring and Investigations Framework delivered	Achieved
	D12.6 Home Services Regulation Project implemented	Achieved
	D12.7 National Residential Care Compliance Transformation Program commenced	Achieved
	D12.8 Provider governance operational policies implemented	Achieved
Focus area 3: Better understand and respond to the risks to aged care consumers by strengthening the Commission's data and intelligence		
A13 Improve the Commission's capability, intelligence resources and use of tactical, operational and systemic risk profiling to effectively target regulatory activities	D13.1 Use of risk profiling expanded, and risk assessment enhanced, to effectively target regulatory responses	Achieved
	D13.2 Use of risk profiling and risk assessment enhanced for targeted risk-based monitoring of home care providers, and assessment of providers' financial viability and performance	Achieved

Action	Deliverable	Result
	D13.3 New Quality Indicators and quarterly financial reporting data incorporated into risk profiling	Achieved
	D13.4 End-to-end Data and Intelligence Capability Framework developed	Achieved
	D13.5 Data Management Framework updated	Achieved
	D13.6 Data, Analytics and Risk Profiling Strategy developed (in partnership with the Department of Health and Aged Care)	Achieved
	D13.7 Regulatory Risk Management Framework revised, including Risk Assessment and Escalation Policy	Achieved
	D13.8 Provider Management of Consumer Harm Risk Model developed	Achieved
	D13.9 Regulatory Intelligence Assessment Tool developed	Achieved
	D13.10 Analytics environment (phase 2) commenced	Achieved
	D13.11 Qualitative research capability continued to be built	Achieved
Focus area 4: Increase understanding, trust and respect with stakeholders through enhanced engagement		
A14 Improve understanding and connection with key stakeholders	D14.1 Consumer satisfaction with our engagement activities evaluated ⁿ	Partially achieved
	D14.2 The effectiveness of communication and education channels and activities measured using an evaluation framework ^o	Achieved
	D14.3 Enhanced Commission website delivered	Achieved

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Action	Deliverable	Result
	D14.4 Customer Experience Design Project delivered	Achieved
	D14.5 New Communications and Stakeholder Engagement Strategy developed and implemented, with improved mechanisms and processes for engagement with consumers from diverse backgrounds ^p	Achieved
	D14.6 Registrations with the Aged Care Learning Information Solution platform increased, with content available for upload to provider learning and development systems ^q	Achieved
A15 Communicate clearly about our organisation and regulatory approach	D15.1 The Commission's purpose, role and responsibilities statement, and relevant communications products updated	Achieved
	D15.2 Comprehensive communication program for the revised Regulatory Strategy designed and implemented	Achieved
	D15.3 The Commission's program of work to facilitate open disclosure developed, implemented and communicated	Achieved
	D15.4 Regulatory performance reporting enhanced	Achieved

Action	Deliverable	Result
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Stronger corporate capabilities

Focus area 5: Strengthen the Commission's governance and funding arrangements

A16 Implement a robust, comprehensive and transparent governance and operational policy framework	D16.1 New Accountability and Governance Framework – incorporating a Legislative, Regulatory and Policy Framework and refreshed Accountable Authority Instructions and Delegations – developed and implemented ^r	Partially achieved
	D16.2 Operational Policy Framework developed and implemented	Achieved
	D16.3 Prioritisation Framework and methodology developed and implemented ^s	Partially achieved
	D16.4 Enterprise architecture embedded into decision-making processes to better align business needs and ICT	Partially achieved
	D16.5 Business Continuity Framework developed and implemented ^t	Partially achieved
	D16.6 Complaints and Feedback (about the Commission) Policy reviewed and recommendations implemented	Partially achieved
A17 Implement an Integrity Framework and related integrity measures throughout the Commission's operations	D17.1 Integrity Framework and Plan, consistent with the Commonwealth Integrity Maturity Framework, developed and implemented	Partially achieved
A18 Enhance the Commission's Quality Assurance Framework	D18.1 Enhanced whole-of-Commission Quality Assurance Framework developed and implemented	Partially achieved

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Action	Deliverable	Result
A19 Update MOU and enhance coordination with the Department of Health and Aged Care	D19.1 MOU between the Commission and Department of Health and Aged Care updated	Achieved
	D19.2 Joint Strategic Committee formed	Achieved
	D19.3 MOU between the Commission and Inspector-General updated	Achieved
A20 Optimise resource management models	D20.1 Appropriate and ongoing funding model further progressed (working with the Department of Health and Aged Care) ^u	Achieved
	D20.2 Aged Care Regulatory Resource Model updated ^v	Achieved
	D20.3 Financial Management Transformation Plan implemented	Achieved
A21 Action approved recommendations of the Independent Capability Review	D21.1 Capability Review Action Plan implemented	Achieved
	D21.2 Aged Care Quality and Safety Advisory Council strengthened	Achieved
Focus area 6: Maximise the potential of the Commission's workforce		
A22 Develop a Clinical Governance Framework	D22.1 Core clinical knowledge embedded throughout the Commission	Partially achieved
A23 Develop a comprehensive Workforce Strategy including workforce profiling, recruitment and retention strategies	D23.1 Strategic Workforce Plan delivered	Partially achieved
	D23.2 Quality Assessor Retention Strategy actioned	Partially achieved
	D23.3 Group, role or team-based retention and recruitment plans developed to enable priority recruitment	Achieved

Action	Deliverable	Result
	D23.4 Strengthened Commission Leadership Model and Change Plan delivered	Partially achieved
A24 Implement strategies to enhance diversity and inclusion in our workplace, and improve how we cater to the Commission's diverse range of stakeholders	D24.1 Diversity and Inclusion Strategy delivered	Achieved
	D24.2 Cultural Capability Framework delivered	Achieved
	D24.3 'Innovate' Reconciliation Action Plan implemented ^w	Partially achieved
A25 Deliver improved workforce management capabilities, organisational culture and employee experience	D25.1 'One Commission' Strategy reviewed	Achieved
	D25.2 Staff Capability Framework delivered	Achieved
	D25.3 New Enterprise Agreement delivered	Achieved
	D25.4 Revised Human Resources and Learning and Development Operating Model implemented, including alignment of relevant strategies and plans	Achieved
	D25.5 Human Resources Information System delivered	Partially achieved
Focus area 7: Evolve the Commission's ICT systems to be robust and user-focused		
A26 Implement the Commission's Digital Strategy	D26.1 Digital Strategy launched and key initiatives delivered	Achieved
	D26.2 ICT Operating Model, resourcing and governance reviewed	Achieved
	D26.3 System improvements to support regulatory reform initiatives delivered	Achieved

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Action	Deliverable	Result
A27 Deliver a cyber security uplift program	D27.1 Maturity against the Essential 8 and Protective Security Policy Framework improved	Achieved
A28 Deliver the Aged Care Case Management Information System	D28.1 Aged Care Case Management Information System operationalised and enhancements progressed	Achieved
A29 Deliver the Applications, Notifications, Determinations and Information system	D29.1 Applications, Notifications, Determinations and Information system delivered (replacing multiple manual-tracking mechanisms and processes)	Achieved

- a Implementation of worker screening and registration will continue in 2024–25. Deliverables for 2023–24 were met.
- b Independent evaluation was completed in June 2024. Future program design is currently being considered with recommendations due to Deputy Commissioner in September 2024.
- c This work will continue in the lead up to the introduction of the Act.
- d Ongoing as a support to the Department of Health and Aged Care, which is the lead for Star Ratings.
- e Ongoing to ensure resources are current and meet the needs of stakeholders.
- f This work will continue in the lead up to the new Aged Care Act.
- g This work will continue in the lead up to the new Aged Care Act.
- h 3,682 achieved.
- i 1,603 achieved.
- j Commission quality assessors conducted 69.3% of audits compared to 30.7% completed by third party assessors. This is an increase of 23.5% on the previous year.
- k The Commission has achieved all the below targets during the 2023–24 financial year:
 - 4 targeted reviews focused on high-risk provider groups undertaken.
 - Prudential audits of 80 residential aged care providers undertaken.
 - Prudential reviews of 40 residential aged care providers undertaken.
 - Home care pricing audits of 54 home aged care providers undertaken.
- l The Commission has achieved the below targets during the 2023–24 financial year:
 - A minimum of 15 new educational products for the sector delivered.
- m The Commission has reduced to zero, the level of requirement for engagement with the Department of Health and Aged Care to consider decisions on exceptional circumstances over the reporting period. Future arrangements for exceptional circumstance requirements have been progressed through engagement with the Department on the development of draft legislation for a new Aged Care Act.
- n Evaluation of communications work on SIRS complete This work will continue in 2024–25.
- o Evaluation framework developed and piloted for one significant communications campaign (SIRS). Now being embedded as BAU for major communications and education programs.
- p Strategy completed and 2 Reference Groups established (CALD and First Nations).
- q Registrations continue to increase. SCORM sharing with provider platforms went live 24 August.
- r New Frameworks, Secretariat resources, Learning and Development modules and change management plan endorsed for phased implementation in 2024–25. Work continues on refreshed Accountable Authority Instructions and Delegations.
- s Preliminary design commenced in context of developing the Commission’s new governance arrangements. The Framework and methodology will be finalised for implementation as part of the governance reform uplift (phase 2) during 2024–25.
- t Framework developed during period, with implementation to take place during 2024–25.

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- u This is an ongoing project with the Department of Health and Aged Care and the Department of Finance into FY2024–25. Finalisation of this model is subject to Government approval.
- v This is an ongoing project with the Department of Health and Aged Care and the Department of Finance into FY2024–25. Finalisation of this model is subject to Government approval of the funding model deliverable (D20.1).
- w The Commission's Innovate Reconciliation Action Plan is mid-way through implementation. Highlights achieved in 2023–24 include a continuing increase in Aboriginal and Torres Strait Islander staff through targeted recruitment including affirmative measures and participation in the Indigenous Apprenticeship Program, completion of a core cultural competency framework, and active participation in days of national significance.



References and indexes



Australian Government
Aged Care Quality and Safety Commission

Glossary

ACCMIS	Aged Care Case Management Information System
Aged Care Act	<i>Aged Care Act 1997</i>
Alis	Aged Care Learning Information Solution
AM	Member of the Order of Australia
AMS	Antimicrobial stewardship
ANAO	Australian National Audit Office
AO	Officer of the Order of Australia
APS	Australian Public Service
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
Commission Act	<i>Aged Care Quality and Safety Commission Act 2018</i>
Commission Rules	<i>Aged Care Quality and Safety Commission Rules 2018</i>
EL	Executive Level
FAICD	Fellow, Australian Institute of Company Directors
FCA	Fellow, Chartered Accountants Australia and New Zealand
FCPA Australia	Fellow, Certified Practising Accountants Australia
FOI	Freedom of Information
FOI Act	<i>Freedom of Information Act 1988</i>
Flexible Care	National Aboriginal and Torres Strait Islander Flexible Aged Care Program
GAICD	Graduate Member, Australian Institute of Company Directors
GST	Goods and Services Tax
HSRE	Home Services Regulated Entity

ICT	Information and communication technology
IT	Information technology
MP	Member of Parliament
NAIDOC	National Aborigines' and Islanders' Day Observance Committee
NCCIMS	National Complaints and Compliance Information Management System
OAIC	Office of the Australian Information Commissioner
PBS	Portfolio Budget Statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	<i>Public Governance, Performance and Accountability Rule 2014</i>
PID Act	<i>Public Interest Disclosure Act 2013</i>
PM	Performance Measure
PSM	Public Service Medal
Public Service Act	<i>Public Service Act 1999</i>
RBAC	Reform for Better Aged Care program
RN	Registered nurse
SES	Senior Executive Service
SIRS	Serious Incident Response Scheme

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List of requirements

non-corporate Commonwealth entities

PGPA Rule Reference	Description	Requirement	Pages
17AD(g)	Letter of transmittal		
17AI	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report	Mandatory	iii
17AD(h)	Aids to access		
17AJ(a)	Table of contents (print only)	Mandatory	iv–vi
17AJ(b)	Alphabetical index (print only)	Mandatory	240–264
17AJ(c)	Glossary of abbreviations and acronyms	Mandatory	220–221
17AJ(d)	List of requirements	Mandatory	225–239
17AJ(e)	Details of contact officer	Mandatory	ii
17AJ(f)	Entity’s website address	Mandatory	ii
17AJ(g)	Electronic address of report	Mandatory	ii
17AD(a)	Review by accountable authority		
17AD(a)	A review by the accountable authority of the entity	Mandatory	1–4
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	A description of the role and functions of the entity	Mandatory	49–72

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PGPA Rule Reference	Description	Requirement	Pages
17AE(1)(a)(ii)	A description of the organisational structure of the entity	Mandatory	62–63
17AE(1)(a)(iii)	A description of the outcomes and programmes administered by the entity	Mandatory	51
17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan	Mandatory	52
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority	Mandatory	50
17AE(1)(aa)(ii)	Position title of the accountable authority or each member of the accountable authority	Mandatory	50
17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory	50
17AE(1)(b)	An outline of the structure of the portfolio of the entity	Portfolio departments mandatory	N/A
17AE(2)	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change	If applicable, mandatory	N/A

PGPA Rule Reference	Description	Requirement	Pages
17AD(c)	Report on the performance of the entity		
	<i>Annual performance statements</i>		
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule	Mandatory	73–117
17AD(c)(ii)	<i>Report on financial performance</i>		
17AF(1)(a)	A discussion and analysis of the entity's financial performance	Mandatory	118–119
17AF(1)(b)	A table summarising the total resources and total payments of the entity	Mandatory	120
17AF(2)	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results	If applicable, mandatory	N/A

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PGPA Rule Reference	Description	Requirement	Pages
17AD(d)	Management and accountability		
	<i>Corporate governance</i>		
17AG(2)(a)	Information on compliance with section 10 (fraud systems)	Mandatory	131
17AG(2)(b)(i)	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared	Mandatory	130
17AG(2)(b)(ii)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place	Mandatory	130
17AG(2)(b)(iii)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity	Mandatory	130
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance	Mandatory	122–141

PGPA Rule Reference	Description	Requirement	Pages
17AG(2)(d) –(e)	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance	If applicable, mandatory	N/A
<i>Audit committee</i>			
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee	Mandatory	126
17AG(2A)(b)	The name of each member of the entity's audit committee	Mandatory	127–128
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee	Mandatory	127–128
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings	Mandatory	127–128
17AG(2A)(e)	The remuneration of each member of the entity's audit committee	Mandatory	127–128
<i>External scrutiny</i>			
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory	142–143

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PGPA Rule Reference	Description	Requirement	Pages
17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity	If applicable, mandatory	142–143
17AG(3)(b)	Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman	If applicable, mandatory	142–143
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period	If applicable, mandatory	2, 35, 43–47, 61, 69, 214
<i>Management of human resources</i>			
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives	Mandatory	144–152

PGPA Rule Reference	Description	Requirement	Pages
17AG(4)(aa)	<p>Statistics on the entity's employees on an ongoing and non ongoing basis, including the following:</p> <p>(a) statistics on full time employees;</p> <p>(b) statistics on part time employees;</p> <p>(c) statistics on gender</p> <p>(d) statistics on staff location</p>	Mandatory	153–159
17AG(4)(b)	<p>Statistics on the entity's APS employees on an ongoing and non ongoing basis; including the following:</p> <ul style="list-style-type: none"> • statistics on staffing classification level; • statistics on full time employees; • statistics on part time employees; • statistics on gender; • statistics on staff location; • statistics on employees who identify as Indigenous 	Mandatory	150–159
17AG(4)(c)	<p>Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i></p>	Mandatory	144–147

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PGPA Rule Reference	Description	Requirement	Pages
17AG(4)(c)(i)	Information on the number of SES and non SES employees covered by agreements etc identified in paragraph 17AG(4)(c)	Mandatory	144-146
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level	Mandatory	145-146
17AG(4)(c)(iii)	A description of non salary benefits provided to employees	Mandatory	144-145
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay	If applicable, mandatory	N/A
17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level	If applicable, mandatory	N/A
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level	If applicable, mandatory	N/A
17AG(4)(d)(iv)	Information on aggregate amount of performance payments	If applicable, mandatory	N/A

PGPA Rule Reference	Description	Requirement	Pages
<i>Assets management</i>			
17AG(5)	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory	165
<i>Purchasing</i>			
17AG(6)	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i>	Mandatory	165
<i>Reportable consultancy contracts</i>			
17AG(7)(a)	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST)	Mandatory	166–168

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PGPA Rule Reference	Description	Requirement	Pages
17AG(7)(b)	A statement that <i>“During [reporting period], \$ [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$ [specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$ [specified million].”</i>	Mandatory	166
17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged	Mandatory	166
17AG(7)(d)	A statement that <i>“Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.”</i>	Mandatory	166

PGPA Rule Reference	Description	Requirement	Pages
Reportable non-consultancy contracts			
17AG(7A)(a)	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	166
17AG(7A)(b)	A statement that <i>“Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.”</i>	Mandatory	166
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	Mandatory	168

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PGPA Rule Reference	Description	Requirement	Pages
<i>Australian National Audit Office access clauses</i>			
17AG(8)	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor General with access to the contractor’s premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, mandatory	N/A
<i>Exempt contracts</i>			
17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, mandatory	N/A

PGPA Rule Reference	Description	Requirement	Pages
<i>Small business</i>			
17AG(10)(a)	A statement that “[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website.”	Mandatory	170
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises	Mandatory	170
17AG(10)(c)	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that “[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website.”	If applicable, mandatory	N/A
<i>Financial statements</i>			
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act	Mandatory	175–204

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PGPA Rule Reference	Description	Requirement	Pages
<i>Executive remuneration</i>			
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2 3 of the Rule	Mandatory	160–164
17AD(f) Other mandatory information			
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that <i>“During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”</i>	If applicable, mandatory	N/A
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect	If applicable, mandatory	171
17AH(1)(b)	A statement that <i>“Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”</i>	If applicable, mandatory	N/A

PGPA Rule Reference	Description	Requirement	Pages
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information	Mandatory	152
17AH(1)(d)	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found	Mandatory	134
17AH(1)(e)	Correction of material errors in previous annual report	If applicable, mandatory	N/A
17AH(2)	Information required by other legislation	Mandatory	82, 135, 147, 171-174, 206-217

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